

# Draft **FOURTH REVIEWED** **IDP**



**GAMAGARA**  
*Local Municipality*



## **2016-2017**

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## **FOREWORD BY THE MAYOR**



**MAYOR OF GAMAGARA LOCAL MUNICIPALITY**  
**COUNCILLOR: DINEO MOYO**

In accordance with Section 34 of the Municipal Systems Act, 2000 (Act 32 of 2000) municipalities are expected to present a review of its Integrated Development Plan (IDP) annually in line of their five years plan. The most critical area for these processes is to assess the performance of the municipality against its measurable targets and respond to the demands and needs of our people as raised in the previous processes. This is usually applied as a strategic tool to assist the municipality to realise its medium to long –term objectives in a developmentally oriented plan that is also aligned to the National Development Plan (NDP) in its 2030 plan. This process marks the fourth review of our five year plan of the municipality.

This review was informed by the maximum participation of our important stakeholders especially the communities as well as businesses to ensure that the Gamagara Local Municipality put its people first and make them part of decision making when coming to service delivery issues. Although Gamagara municipality was identified as the fastest growing and developing town in the Country with a strong financial base of revenue collection, the current economic situation confronted by the mines will impact negatively in our planning that will result in many of our projects not to be implemented.

The other area that had a catastrophic impact was the long outstanding dispute of property rate on the valuation roll by businesses especially the mines. The anticipated revenue from this source constituted 70% of our capital budget and it had a huge impact in all aspects. As we table this review we are mindful with the fact that this is still outstanding and envisaged a credible and realistic budget in the coming financial year. This will require a meticulousness and thorough work that will be undertaken by the administration to ensure that we don't repeat the previous challenges with regard to the valuation roll and anticipated revue as well as budgeting.

Interestingly this is also year of the Local Government Elections and this council will have to pride itself with the work done in the past financial year since its term of office in 2011. It is within this council term that our municipality was declared amongst the top 10 best ran municipalities in the country by the Institute of Race Relations on the provision of basic services to the people. The role played by all stakeholders cannot go unnoticed as it has contributed to the positive achievement

of this council. However, we still have to encourage efficient and effective public participation especially from the Sector Department in order for us as municipalities to plan properly for the developments in our areas of jurisdiction. We therefore invite all stakeholders and communities to join hands with us to deliver on our constitutional mandate as guided by this year's theme "THE YEAR OF ADVANCING PEOPLE'S POWER" a confirmation that Local Government is in our people's hands.

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**CLLR D. P MOYO**  
**MAYOR**

**25<sup>th</sup> MAY 2016**  
**DATE**

## FOREWORD BY THE MUNICIPAL MANAGER:



**MUNICIPAL MANAGER**  
**MR T.C. ITUMELENG**

Chapter 5 of the Local Government Municipal Systems Act calls upon municipalities to ensure that their planning is developmentally oriented. It categorically states that:

***“A municipality must undertake developmentally-oriented planning so as to ensure that it, Strives to achieve the objects of local government set out in section 152 of the constitution, Gives effect to its developmental duties as required by section 153 of the constitution, and Together with other organs of state contribute to the progressive realisation of the fundamental rights contained in sections 24,25,26,27 and 29 of the constitution”.***

The above stated objective of the Integrated Development Plan enjoins all stakeholders in a locality to participate in its development and implementation. In line with the fulfilment of these objects, Gamagara municipality encouraged and created conditions for communities to actively participate in the development of this IDP. This document is therefore a product of rigorous and interactive community engagements and we believe that all stakeholders will participate positively during implementation.

The Gamagara municipal area has experienced a lot of inward migration as a result of the economic opportunities brought about by the exploration of iron ore and manganese deposits within the John Taolo District municipal jurisdiction. The town of Kathu, which is the administrative and economic hub of the municipality, is in the centre of the Gamagara Mining Corridor. Due to this situation, the town bears the brunt of the needs of both ends of the economic conundrum.

The high population growth leads to a need for land for development (both commercial and residential) by developers whilst on the other hand, the job seekers and those who have found employment are in need of affordable residential accommodation. As a municipality, we are thus faced with a difficult task of managing conflicting interests and given the country's past economic divide, the situation needs proper and apt management.

These developments put a strain on municipal services. An immediate need for upgrading of all services has thus become urgent for the municipality.

Despite these challenges, the municipality can pride itself in having done its best to provide services equitably. The unsolved valuation roll dispute between the municipality and the mines have led to most of the service delivery projects not being implemented due to unrealised revenue. The 2016/17 IDP has thus drastically reduced the number of capital projects and deferred most preferred projects to the outer years. Only the critical projects for the immediate need have been given preference.

The economic distress experienced by the mining towns has affected the economy of the municipality negatively. Job losses have been experienced in both the mines while the mine-supplying industries have also scaled down. The municipality intends to intensify revenue collection in order to stay financially viable. We have also employed LED and Tourism officials to strengthen local economic development. The municipality intends to fully participate and derive maximum benefit from the new solar plants through local employment and development impact.

However, this does not imply abandoning of projects. The Municipality intends to lobby hard for government grant funding to assist in projects realization. We have also strengthened our administrative capacity by employing critical staff. e.g. Town planning, local economic development and finance. With a full staff complement, we hope that this plan shall be fully implemented and the municipality's growth path shall be sustained through proper accountability and direction of the economy of the town.

The municipality would like to make a clarion call to all development partners (government, private sector, non-governmental organisations and the community-at-large) to collaborate with it in creating: "**a prosperous community with a futuristic economy**".

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**T. C. ITUMELENG**  
**MUNICIPAL MANAGER**

**25<sup>TH</sup> MAY 2016**  
**DATE**



## EXECUTIVE SUMMARY

Gamagara Local Municipality forms part of the John Taolo Gaetsewe district area. The municipality is part of the region now commonly referred to as the Gamagara Mining Corridor which is experiencing a boom in mining activities. The population of Gamagara municipal area increased from 23 202 (2001) to 41 617 (2011). Looking at the figure, it is an increase by 5.84% p.a. Two factors attributed to this exponential increase is the inclusion of the town of Olifantshoek in 2006 and the increase in mining activities. The population has almost doubled in the last 10 years. This can be attributed to the high numbers of people coming to the municipal area, in search for employment or better living conditions, due to the booming mining activities.

With the growth in mining activities, the town of Kathu and adjacent townships have seen a growth in accommodation need. Due to the high demand, rental prices have gone up leading to unaffordability and mushrooming of illegal second dwellings (log homes in Kathu) and backyard shanties in Sesheng. To address this problem, the municipality will need to have a strong building inspectorate division and stringent law enforcement. There is also a need to develop affordable rental houses both in Kathu and Sesheng.

Human settlements is thus emerging as the main challenge. The municipality have over the past three years surveyed and registered over 3500 sites in Dibeng, Olifantshoek and Sesheng. Illegal landgrab has however stalled positive developments as this formed areas have now been turned into informal settlements. Backlogs in service provision has been created.

We can claim success with regard to provision of Services in Olifantshoek having ensured that the whole formalized township have been provided with water-borne sanitation services. We have also provided water at street level to some of the illegally –occupied areas. The illegally occupied land has been surveyed in order to formalize it.

As part of our IDP, we have set ourselves targets to upgrade bulk services in all our towns. Though economic growth is centred around Kathu and it's Sesheng township, the other towns are also experiencing positive growth due to their proximity. Eskom has committed to deliver the 40 MVA Substation by latest November 2016. This development shall ensure sufficient electricity supply for Kathu. The municipality has engaged with Eskom to upgrade capacity in Dibeng (fully supplied by Eskom) and Olifantshoek which is divided between Eskom and the municipality. Nersa has approved a new licensing area for the municipality in Olifantshoek. This development is positively welcomed as it gives municipality authority for electrification planning in some of the underdeveloped areas. The plan to electrify 372 households as a result of this is fully underway.

The municipality has contracted Rural Metro to deliver its Firefighting & Emergency Services for the next five years. This service has been running since July 2015 and has had positive result in terms of fire fighting in Gamagara: - Fire fighters have been employed and the municipality will have a fully-fledged firefighting and emergency service by 2020.

A call centre to improve service delivery has also been established. Though not yet fully functional, the community is able to record their service delivery complaints. The record of complaints is helping in improving where constant breakdowns are experienced.

The municipality and Khumani have reached an agreement in relation to implementation of SLP projects funded by the mine whereby the mine shall be the implementer. The new water reservoir and sanitation services to approximately 300 stands shall thus be implemented this financial year.

The economic meltdown experienced by mining towns is expected to affect the municipality's economic viability negatively. Both big employers in the municipality namely Sishen Iron Ore Company (SIOC) and Khumani Iron Ore have embarked on section 89 process in terms of the Labour Relations Act (LRA). Indications are that there shall be job losses amounting to almost 1/3 of the workforce. These developments are envisaged to affect payment of municipal services, as well as rates & taxes.

Capital projects have thus been reduced to a minimum. Planning has also been negatively affected as an unstable economy is very difficult to plan for.

The feasibility study for the establishment of the Kathu industrial supplier park is complete. The development of this industrial supplier park will lead to the industrialisation of Kathu, thus setting it in motion from becoming a modern commercial centre than just a mining town. The municipality shall ensure that this bears positive fruits for the economy of Gamagara in general.

The Dingleton Relocation project is envisaged to be completed before the end of 2016. Despite challenges emanating from some unsettled disputes, the municipality hopes for finalisation of this project as it is very difficult to provide services efficiently under the current circumstances.

The Gamagara municipality regards itself as the future commercial and industrial hub of the John Taolo Gaetsewe District and the Gamagara Mining Corridor belt. We thus call upon the private sector, both Provincial and National government, to work jointly with us in making this goal a reality. We also call upon the community and residents of Gamagara to join us in this quest.

The municipality has in line with chapter 4 of the MSA (2000), consulted the communities and other stakeholders to determine their needs or priorities for the 2015/16 financial year. The IDP will be advertised in the local newspapers for public comments. Subsequent to that, community meetings will be held in every ward for community and other stakeholders to comment on the draft budget and draft IDP for 2016/2017 financial year.

After the various engagements with the community, the following were indicated as priorities for the 2016/17 financial year as in order of their priority:

- **Basic Service Delivery and Infrastructure Investment**
  - Water and Sanitation
  - Electricity
  - Roads and Sanitation/ EPWP Roads
  - Mixed development Housing
  - Construction of RDP Houses
- **Financial Sustainability**
  - Revenue Enhancement
  - Payment of services

- **Good Governance & Public Participation**
  - Street names and Renaming
  - Ward committee system
- **Institutional Transformation**
  - Developing of By-Laws
  - Reviewing Organizational Structure
- **Community Safety, Development & Sustainable Environment**
  - Ablution facilities for cemeteries and beautification
  - Skills development
  - Parks and Recreation facilities
  - Health Services
  - Community Safety Forums
- **Economic Development**
  - SMME Development
  - Job creation opportunities
  - Women empowerment

## Acronyms

CDW	COMMUNITY DEVELOPMENT WORKERS
COGHSTA	CO-OPERATIVE GOVERNANCE, HUMAN SETTLEMENTS AND TRADITIONAL AFFAIRS
DBSA	DEVELOPMENT BANK OF SOUTH AFRICA
DGDS	DISTRICT GROWTH AND DEVELOPMENT STRATEGY
DORA	DIVISION OF REVENUE ACT
DRDLR	DEPARTMENT RURAL DEVELOPMENT AND LAND REFORM
EIA	ENVIRON MENTAL IMPACT ASSESSMENT
EIMP	ENVIRONMENTAL INTEGRATED MANAGEMENT PLAN
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
GLM	GAMAGARA LOCAL MUNICIPALITY
IDP	INTEGRATED DEVELOPMENT PLAN
INEP	INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME
ITP	INTEGRATED TRANSPORT PLAN
JTGDM	JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY
KPA	KEY PERFORMANCE AREA
KPI	KEY PERFORMANCE INDICATOR
LED	LOCAL ECONOMIC DEVELOPMENT
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT
MIG	MUNICIPAL INFRASTRUCTURE GRANT
MSA	MUNICIPAL SYSTEMS ACT
MTEF	MEDIUM TERM EXPENDITURE FRAMEWORK
NCPGDS	NORTHERN CAPE GROWTH AND DEVELOPMENT STRATEGY
NC PSDF	NORTHERN CAPE PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK
NDP	NATIONAL DEVELOPMENT PLAN
NEMA	NATIONAL ENVIRONMENTAL MANAGEMENT ACT
NGO's	NONE GOVERNMENTAL ORGANISATIONS
PMS	PERFORMANCE MANAGEMENT SYSTEM
PMS	PERFORMANCE MANAGEMENT SYSTEM
SDBIP	SERVICIE DELIVERY BUDGET IMPLEMENTATION PLAN
SLP	SOCIAL AND LABOUR PLAN
SMME	SMALL MICRO AND MACRO ENTERPRISES
WMP	WASTE MANAGEMENT PLAN
SHRA	SOCIAL HOUSING REGULATORY AUTHORITY

# Chapter 1

## Introduction

### Background

Section 152 of The South Africa Constitution, 1996 (Act, no 108 of 1996) give effect to the existence of local government. This existence was entrenched by prescribing the purpose of local government and specifying its object. As generic as these object of local government as they are, the Local Government: Municipal Structures Act, 1998 (Act, no 117 of 1998) (LGMSA) impressed these objects by explicitly defining functions, duties, responsibilities and giving different categories of local government. The shape to local government gave the Local Government: Municipal Systems Act, 2000 (Act, no 32 of 2000) (MSA) to prescribe the method of implementing these objects.

MSA prescribed the mechanisms of implementation of the aspiration of the Constitution. MSA requires that a municipality to have a five year planning strategy to ensure achievement of the object of municipality and called these plans Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of development within the areas of jurisdiction. The aim of this 2016/2017 IDP for Gamagara Local Municipal is to present a coherent plan to improve the quality of life for people living in the area. The intention of this IDP is to link, integrate and co-ordinate development plans for the municipality which is aligned with national, provincial and district development plans and planning requirements binding on the municipality in terms of legislation.

In order for municipalities to achieve their objective as required by the Constitution, 1996, chapter 4 of the Municipal Finance Management Act, 2003 (Act, no 56 of 2003) outlines the municipal general budgeting process, budget approval and expenditure processes.

### Guiding Principles

Gamagara Local Municipality operates within a framework of intergovernmental relations and through finding harmony between itself, the John Taolo Gaetsewe District Municipality, the Northern Cape Provincial Government and the National Government. In aligning its activities and planning, over and above the legislative mandate as outlined in the background information above, the municipality incorporated the following guiding policy documents:

National Development Plan (vision 2030)

The New Growth Path

National Key Performance Areas for Municipalities

Northern Cape Provincial Spatial Development Framework (2012)

Northern Cape Provincial Growth and Development Strategy (2011)

### **1.2.1 National Development Plan (vision 2030)**

Gamagara Local Municipality identified the following outcomes as relevant to its developmental goals:

Outcome 8: Sustainable human settlements and improved quality of household life.

Gamagara Local Municipality principally recognizes the following outputs as key to its develop considering its challenges on land and housing.

Output 4: Mobilization of well-located public land for low income and affordable housing with increased densities on the land

Outcome 9: A Responsive, accountable, effective and efficient local government system

Output 1: Implement a differentiated approach to municipal financing, planning and support

Output 2: Improving access to basic services.

Output 3: Implementation of the Community Work Programme

Output 4: Actions supportive of the human settlement outcome

Output 5: Deepen democracy through a refined Ward Committee model

Output 6: Administrative and financial capability

### **1.2.2. CoGTA – National KPAs for Municipalities**

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against five Key Performance Areas (KPAs) and cross-cutting interventions adopted in the 5-Year Local Government Strategic Agenda. The five KPAs that form the basis of the assessments are:

*Municipal Transformation and Organizational Development;*

*Basic Service Delivery;*

*Local Economic Development (LED);*

*Municipal Financial Viability and Management; and*

*Good Governance and Public Participation.*

The above allow CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the municipalities that have under-performed and propose remedial action to improve performance of municipalities.

### **1.2.3. The New Growth Path**

This National Policy Framework deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through “a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth”. Important and of practical consequence to local government, are the specific job drivers that have been identified:

Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;  
Targeting more labor-absorbing activities across the main economic sectors the agricultural and mining value chains, manufacturing and services;  
Taking advantage of new opportunities in the knowledge and green economies;  
Leveraging social capital in the social economy and the public services; and  
Fostering rural development and regional integration.

#### **1.2.4. Northern Cape Provincial Spatial Development Framework (2012)**

The Northern Cape Provincial Spatial Development Framework (2012) has its object as to provide for integration of the developmental processes and facilitation of sustainable development in the province. It is in this vain that it recognises and place Gamagara Local Municipality as the cornerstone of the provincial economy by declaring for the development of the Gamagara Development Corridor.

#### **1.2.5. Northern Cape Provincial Growth and Development Strategy (Abridged, 2011)**

The PGDS commits to creating an environment that will facilitate *“building a prosperous, sustainable growing provincial economy to reduce poverty and improve social development for a caring society”* (PGDS, 2011: 12). The PGDS identifies the following area of opportunities for potential growth; agriculture and agro-processing, fishing and marine culture, mining and mineral processing, manufacturing, tourism, knowledge economy and energy.

The Northern Cape PGDS states that *“social and economic development is imperative in order to address the most significant challenge facing the Northern Cape, i.e. poverty, and that the only effective means by which poverty can be reduced is long-term sustainable economic growth and development”*.

#### **1.2.6. John Taolo Gaetsewe District Growth and Development Strategy**

The objectives of the JTG DGDS:

Develop a shared analysis of all sectors in the District Municipality

Develop a shared socio- economic vision

Identify priority interventions and critical strategies

Build institutional base for multi- stakeholder co-operation and action

### **1.3 Legal Framework**

There is a considerable array of legislation that controls planning within the geographic boundaries of the Republic of South Africa. Some of the most important are as follows: -

Constitution of RSA No 108 of 1996 –the primary role being the assigning of municipal planning responsibility to municipalities.

Municipal Systems Act No 32 of 2000 – setting out in Chapter 2 the requirement, amongst other, for municipal councils to prepare and adopt an integrated

development plan (IDP) for their respective areas and to provide for annual revision thereof. The IDP is required in terms of the act to include a spatial development framework (SDF) which must include the provision of basic guidelines for a land use system for the municipality.

### **1.3.1 Spatial Planning and Land Use Management Act nr.16 of 2013**

The Act was signed by the President in August 2013, however the Act only came into operation on the 1<sup>st</sup> July 2016. The Act highlights the role that municipalities play in municipal planning, that municipal planning is a local government competency, that the municipality is the authority of first instance. This was further highlighted by the Constitutional Court judgment of 2011: Gauteng Development Tribunal v/s City of Joburg.

SPLUMA principles highlight what the Act seeks to achieve, for example the principle of efficiency seeks to ensure that: "land development optimizes the use of existing resources and infrastructure; decision-making procedures and designed to minimize negative financial, social, economic or environmental impacts; and development application procedures are efficient and streamlined and timeframes are adhered to by all parties" (section 7c of SPLUMA). The Gamagara Local Municipality has developed and adopted a by-law to ensure the implementation of the principles enshrined in SPLUMA. The Gamagara Spatial Planning and Land Use Management By-law was gazetted on the 29<sup>th</sup> February, as Notice 16 of 2016, Volume 23. The gazetting of the by-law will ensure sound administration in terms of processing land use applications.

### **1.3.2 Gamagara Spatial Development Framework Review**

The Spatial Development Framework (SDF) for Gamagara Municipality was prepared and adopted by council in 2010. The SDF was prepared in compliance with the provisions of section 26(e) of the municipal systems act 2000 and the Northern Cape Planning and Development Act 1998 as part of sector plan of the Municipal Integrated Development Plan. The municipality has budgeted for Gamagara Municipality SDF that complies with the provisions of the Spatial Planning and Land Use Management Act 2013 and SDF Guidelines.

The SDF intended to guide the orderly and desirable Spatial Development of the municipality by inter-alia developing, development strategies/ guidelines. The SDF will provide general direction to guide decision-making on an on-going basis, aiming at the creation of integrated, sustainable and habitable areas, cities and towns of Gamagara Municipality.

#### **1.3.2.1 The relationship between the SDF and the IDP**

The Spatial Development Framework (SDF) has a pivotal role in directing municipal spending and private sector investment. The SDF is critical and integral component of the IDP. The IDP reflects the key development focus areas as agreed upon with communities and stakeholders and the SDF gives spatial effect to multi- sectoral projects identified in the IDP.



In terms of the MSA, the SDF is a sector plan intended to indicate desired patterns of land uses, directions for future growth and indicate the alignment of urban edges.

For the SDF to achieve its objectives, it requires the Land Use Management System (Town planning scheme or land use scheme) to act as a management tool to implement the strategic plans prescribed by the SDF. The LUMS will ensure that land uses on the ground are in accordance with the proposals of the SDF. The municipality has secured budget for developing LUMS that complies with SPLUMA ACT 16 of 2013. The SDF is a core component of a municipality's economic, Spatial, social, institutional and environmental vision.

## 1.4. IDP Process Plan

Item no.	Deliverable	Legislative requirements	Timeframes
1	<b>Project plan</b> Tabling the draft IDP and budget process plan (time table) to Council	MSA 32 of 2000 & MFMA No. 56 of 2003	August
2	<b>Public Engagement:</b> Advertisement of time-schedule on website, local newspapers and notice boards Acknowledgement of inputs received	MSA CH5 S29 MSA S28	October/ November
3	<b>Annual Report:</b> Tabling of Annual report to Council Annual report made public and submitted to MPAC Council Public making of oversight report	MFMA	January February March April
4	<b>Provisional approval of Draft IDP and Budget:</b> Table draft IDP and Budget Report to Council Advertise and publish final draft of IDP and Budget for public comment and submit to National and Provincial Treasury and others as prescribed	MSA & MFMA s16(2)	March April
5	<b>IDP and Budget Hearings:</b> Conduct IDP/Corporate Scorecard / Budget Public Hearings to obtain public comment and inputs from communities, provincial government and other relevant stakeholders Acknowledgement of comments received Response to public comment i.r.o. Budget, tariffs and policies	MSA s 74, 75 / MFMA s23	April May June
6	<b>Approval of the Budget and IDP:</b> Draft IDP and Budget consultation feedback to Portfolio Committees. Council must give final approval of the IDP/Corporate Scorecard and Budget document by resolution, setting taxes and tariffs, approving changes to the IDP and budget related policies, approve measurable performance objectives for revenue by source and expenditure by vote before the start of the financial year	MFMA s23 MSA s 25 & MFMA 24	April May
7	<b>Public Communication of Budget and IDP</b>	MSA and MFMA	June
8	<b>Section 57 (MSA) Performance Agreements:</b> Submit performance agreements to the Executive Mayor within 10 days after approval of the IDP and Budget. Council to note New Section 57 Scorecards Notification of approved S57 (top management performance agreements) to the public	MFMA s 16, 24, 26, 53 MFMA s 53	May June August/ September
9	<b>Approval of SDBIP's:</b> Executive Mayor to approve Municipal SDBIP within 28 days after approval of the budget Place all Directorate Executive Summaries and SDBIPs and Department Business Plans and SDBIPs on website	MFMA	June

### 1.5. Public Participation

"A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose: encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in the preparation, implementation and review of its Integrated Development Plan" (Municipal Systems Act 2000, section 16). The municipality has thus opted for a ward based planning consultative process, which assisted the municipality in getting a clear understanding of the needs and aspirations of the people living in each ward. This form of public participation process was chosen so that the community can become part of the development processes happening in the municipal area and thus active community participation in the review of Integrated Development Plan.

Furthermore the municipality has opted for this participatory planning approach as it, improves the quality of plans, services, the community's control over development and increase community action and reduces dependency. (IDP Guide)

From these engagements all the concerns and community needs and sector plans resulted in the development of Key Performance Areas (KPA's)

Ward	Area Incorporated	Community Issues
Ward 1	Kathu and surrounding farms.	Provisioning of additional schools Issuing of water accounts v/s overcharging of accounts Wasted water flowing in streets from water tower down the streets Installation of water prepaid meters Punishing services for incorrect accounts and what about aggrieved person Account statements not received on time Account statement v/s explanation by municipal employees (Understanding) Increasing of account statement throughout the year Playground in front of Brakdoringstreet V/s cleaning of streets Extension 3 – Dark outside (lights)

<b>Ward 2</b>	<b>Dibeng</b>	<p>Incomplete projects: Paving road, cemetery wall, electric meter boxes- RDP Houses</p> <p>Water provision for Riemvasmaak- partly provided</p> <p>Plot numbers partly provided Riemvasmaak</p> <p>Damage Tarroad- during sewer extension project</p> <p>Half burned house of late Moses Ruit</p> <p>Health services during emergency cases- Dept of Health</p> <p>Sewer network phase 1: Incomplete</p> <p>Space at school not sufficient v/s Construction of 5 classrooms – Dept of education</p> <p>Group 5 employment criteria</p> <p>Construction of RDP Houses- COGHSTA</p> <p>School drop outs- Dept of Education</p> <p>Electricity provision for Riemvasmaak- ESCOM</p> <p>Liquor outlets, such as tavernes- SAPS</p> <p>Skills development- Dept of Education</p> <p>Taxi Rank no toilets, but people socialising weekends relief them at cemetery, because of freely access.</p>
<b>Ward 3</b>	<b>Skerpdraai, Diepkloof and Dingleton.</b>	<p>Leaking pipes at 106 RDP houses, specifically at the following streets: Dahlia, Protea, Mainstreet and Fisant Avenue</p> <p>Leaking or faulty water meters</p> <p>Aesthetic face of the area from shell towards the whole community</p> <p>Repairing of all potholes</p> <p>2007/2009 RDP houses applications</p> <p>Budget allocation of RDP Houses</p> <p>The specific date of resettlement of Dingleton</p> <p>Repairing of pipes- need for a qualified pipe fitter</p> <p>Cleaning of streets</p> <p>Job creation v/s Skills development (Youth)</p>

		<p>Drugs and alcohol abuse – Social Services</p> <p>Incomplete projects: Paving road, cemetery wall, electric meter boxes- RDP Houses</p> <p>Water provision for Riemvasmaak- partly provided</p> <p>Plot numbers partly provided Riemvasmaak</p> <p>Damage Tarroad- during sewer extension project</p> <p>Half burned house of late Moses Ruit</p> <p>Health services during emergency cases- Dept of Health</p> <p>Sewer network phase 1: Incomplete</p> <p>Construction of 5 classrooms – Dept of education</p> <p>Construction of RDP Houses- COGHSTA</p> <p>Electricity provision for Riemvasmaak- ESCOM</p> <p>Skills development- Dept of Education</p> <p>Taxi Rank toilets.</p>
<b>Ward 4</b>	<b>Welgelee, Diftloun, Plakkerskamp, Makalanie and Town( Olifantshoek)</b>	<p>Skateboard park</p> <p>Red and Green marks on the shanties build at old Northern Cape Primary School plot</p> <p>Swimming pools to be renovated and upgraded</p> <p>Provision of services to the 1300 plots</p> <p>Diepkloof library when will it be implemented.</p> <p>Upgrading of testing station when will it take place</p> <p>Empowerment of local contractors8. Sucking of sewer by private people and dump it at the ponds (what is the payment arrangements?)</p> <p>Repairing of all streetlights.</p> <p>Handover of parks in condition as it currently is</p> <p>Labour intensive projects- paving of internal roads</p> <p>Soccer stadium to be SAFFA standards</p>

		<p>compliant</p> <p>Grader Issue</p> <p>Repair toilets and lights of Community Hall</p> <p>Skills development center</p> <p>In hailing of dust- due to gravel roads and type of soil</p> <p>Illegal Dumping sites</p> <p>Outsourcing of parks and swimming pools.</p> <p>Health issues: Ambulance response time</p> <p>Water Tankers: Do not serve the purpose for why it is been bought for</p>
<b>Ward 5</b>	<b>Sesheng and Mapoteng</b>	<p>Meter prices</p> <p>Stands</p> <p>Tariffs (Water, electricity and sewer)</p> <p>Sewer pump refurbishment</p> <p>Sports ground- Permission for a dusty ground</p>

### 1.6. Powers and function of the municipality

<b>FUNCTION</b>	<b>DEFINITION</b>
Air pollution	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to humankind, now or in the future.
Building regulations	<p>The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for:</p> <p>Approval of building plans,</p> <p>Building inspections, and</p> <p>Control of operations and enforcement of contraventions of building regulations if not already provided for in national and provincial legislation.</p>
Child care facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government.
Electricity reticulation	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and

	<p>maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.</p>
Fire Fighting	<p>In relation to District Municipality "Fire fighting" means:  Planning, co-ordination and regulation of fire services;  Co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;  Training of fire officers.</p> <p>In relation to Local Municipality "Fire fighting" means:  Any function not included in the definition applicable to a district municipality, including fighting and extinguishing of all fires;  The rescue and protection of any person, animal or property in emergency situations not covered by other legislation or powers and functions.</p>
Local tourism	<p>The promotion, marketing and if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and without affecting the competencies of national/provincial government pertaining to "nature conservation", "museums", "libraries" and "provincial cultural matters".</p>
Municipal Planning	<p>The compilation, approval and review of the IDP, Spatial Development Framework and Land Use Scheme as well as the control and regulation of the use of land in the municipal area.</p>
Environmental Health Services	<p>Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes:</p> <ul style="list-style-type: none"> <li>Air pollution</li> <li>Child care facilities</li> <li>Control of public nuisances</li> <li>Control of undertakings that sell liquor to the public</li> <li>Facilities for the accommodation, care and burial of animals</li> <li>Licensing and control of undertakings that sell food to the public</li> <li>Licensing of dogs</li> <li>Markets</li> <li>Municipal abattoirs</li> <li>Noise pollution</li> <li>Pounds</li> </ul>

Storm water	The management of systems to deal with storm water in built-up areas.
Trading regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.
Water (Potable)	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply points, metering, tariffs setting and debt collection so as to ensure reliable supply of a quantity and quality of water to households, including informal households, to support life and personal hygiene and establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure for the collection, removal disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of services necessary for safe hygienic households.
Sanitation	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure for the collection, removal, disposal and/or purification of human excreta and domestic wastewater to ensure minimum standard of service.
Billboards and the display of advertisements in public places	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: Promotes the sale and/or encourages the use of goods and services found in: streets, roads, thoroughfares, sanitary passages, squares or open spaces and or, private property.
Cemeteries, funeral parlours and crematoria	The establishment conduct and control of facilities for disposing of human and animal remains.
Cleansing	The cleaning of public streets, roads, and other public spaces either manually or mechanically.
Control of public nuisance	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community.
Control of undertakings that sell liquor to the public	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation.
Facilities for the accommodation,	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick



care and burial of animals	animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements and/or compliance with any environmental health standards and regulations.
Fencing and fences	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing of dogs	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertaking and sell food to the public	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption on or to be taken away from the premise at which such refreshments or meals are supplied. Implement policy ad regulations.
Local amenities	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.
Local sport facilities	The provision, management and/or control of any sport facility within the municipal area.
Markets	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	The establishment conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	The provision, management, control and maintenance of any land, gardens of facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal roads	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, or belonging to the road, and also, for purposes of a local municipality, includes a street in a build-up areas.
Noise pollution	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.

Pounds	The provision, management maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.
Public places	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	The removal of any household or other waste and the disposal of such waste in an area space or facility established for such purpose, and include the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality.
Street trading	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve.
Street lighting	The provision and maintenance of lighting for the illuminating of streets.
Traffic and parking	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works	Any supporting infrastructure or service to empower a municipality to perform its function

The municipality is performing all the functions assigned to it, except for the high voltage electricity which is done by Kumba, Sishen Iron Ore mine on an agency basis through service level agreements.

Fire fighting and emergency services is done by Rural Metro on an agency basis through service level agreements.

## CHAPTER 2:

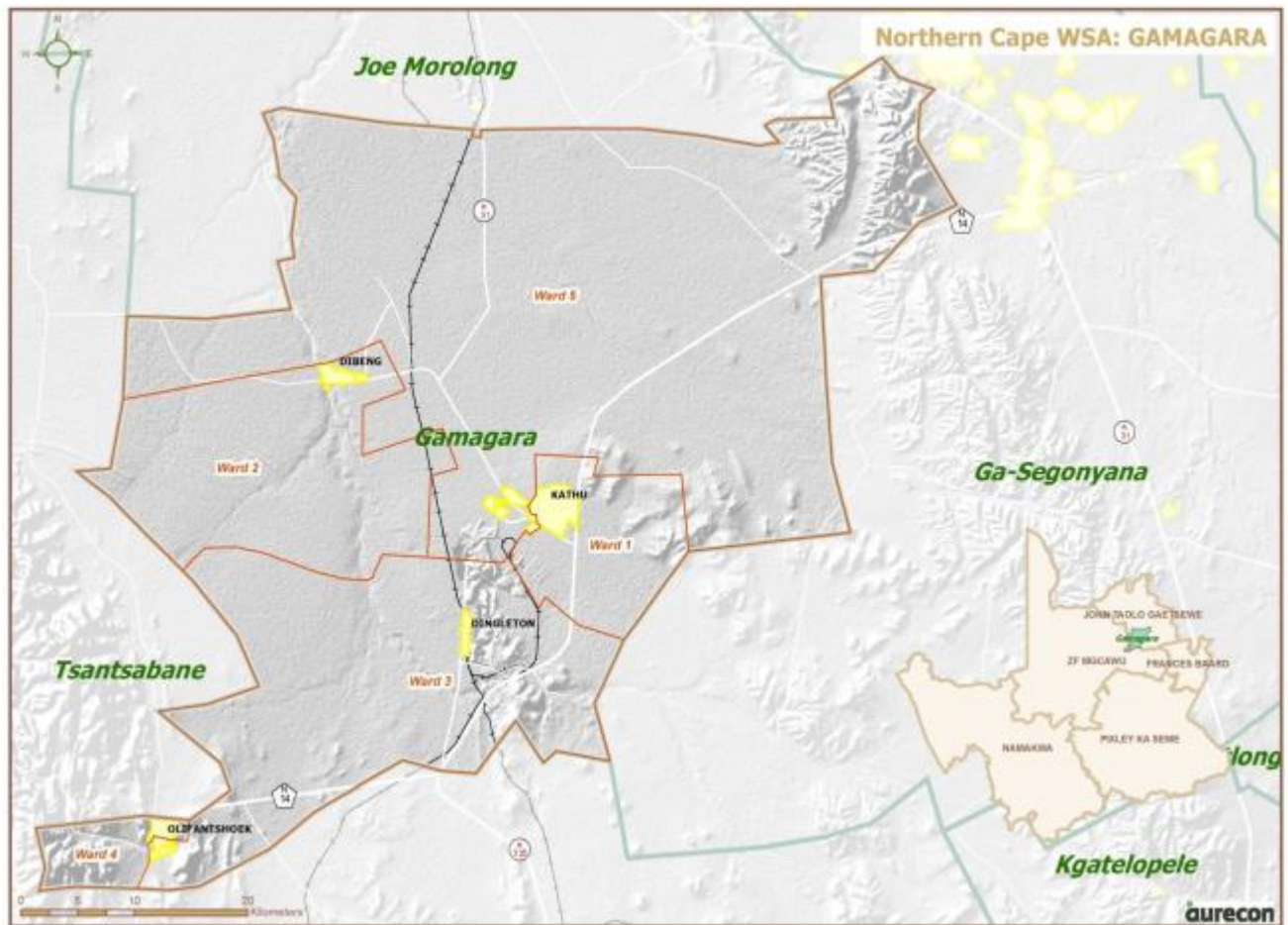
### Situational Analysis

This chapter provides the situational analysis of the current trends and conditions found in the municipality. Gamagara Local Municipality (NC453) is classified as category B municipality by the Municipal Structures Act, and it comprises of 10 Councillors.

#### 2.1 Locating Municipality

The Gamagara Local municipality is located in the John Taolo Gaetsewe District. The municipal area is 261942 hectors. The administrative head office of the municipality is located in Kathu. The municipal area of Gamagara consists of 5 towns, Kathu, Sesheng, Dibeng, Dingleton, and Olifantshoek; demarcated into 5

wards (Ward 1: Kathu, Ward 2: Dibeng, Ward 3: Dingleton, Skerpdraai, Diepkloof, Ward 4: Olifantshoek and Ward 5: Sesheng).



**Map 1: Municipal map**

The municipality is located on the north easterly direction of the Northern Cape Province, along the N14 which connects Upington and Kuruman. It is approximately 200 km north east of Upington and 280 km on the north westerly direction of Kimberley.

## 2.2 Spatial rational

The Gamagara Municipality serves an area of 2619 square kilometres, which is approximately 10% of the total John Taolo Gaetsewe District area. It is located in the north-eastern sector of the Northern Cape (see Figure 4), on the N14 National Road between Upington and Vryburg. It is approximately 200km north-east of Upington.

The municipal area of Gamagara consists of 5 towns, Kathu, Sesheng, Dibeng, Dingleton, and Olifantshoek; and the area is demarcated into 5 wards (Ward 1: Kathu, Ward 2: Dibeng, Ward 3: Dingleton, Skerpdraai, Diepkloof, Ward 4: Olifantshoek and Ward 5: Sesheng).

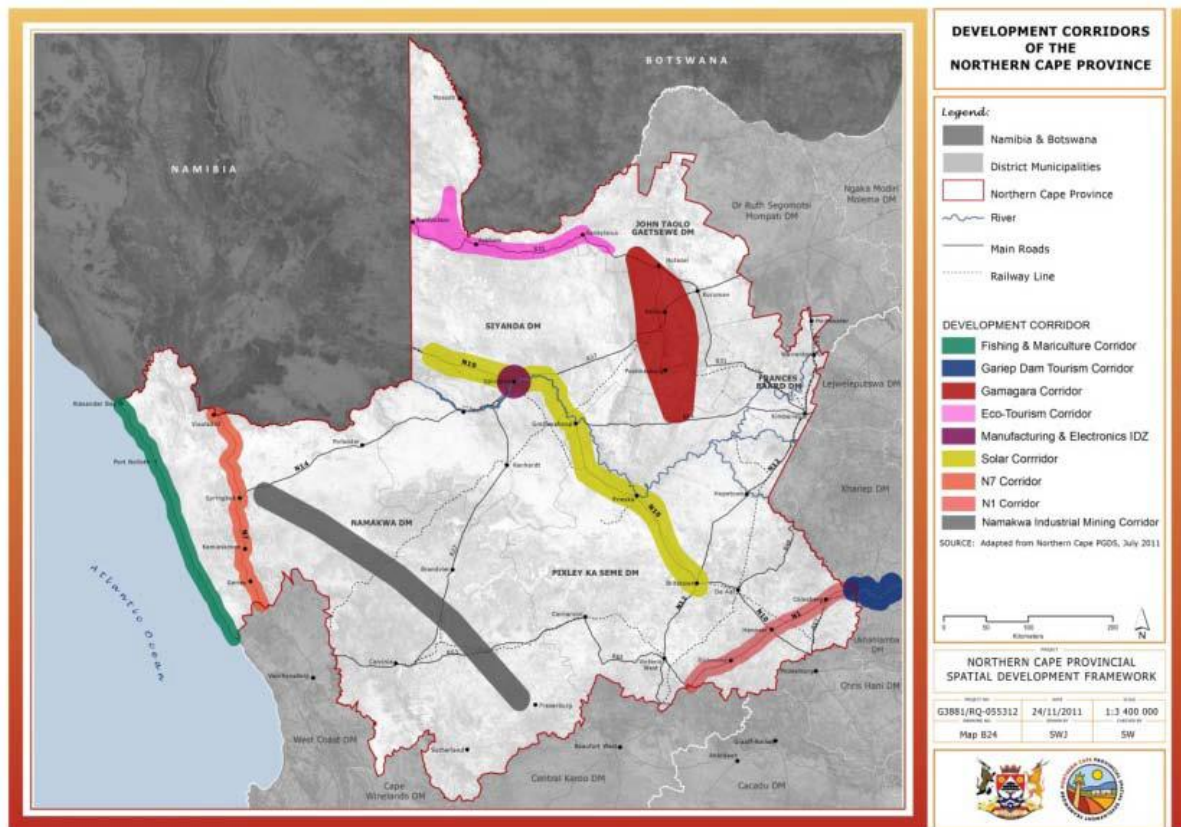
Kathu, 'the town under the trees', came into being because of Iscor's iron ore mining activity in the Kalahari. Municipal status was allocated to the town of Kathu in July 1979. Kathu is connected by rail (Dingleton Station) via Kimberley, as well as by road to all the main centers namely Johannesburg, Bloemfontein, Windhoek and Cape Town, and has an airport with a tarmac runway. The municipality originally consisted of 2 towns, namely Sesheng and Kathu.

Sesheng is located to the west of Kathu and was initially planned as a high density residential area for mine workers, without families of any social structure. It consists of group housing units that belong to the mine to the west, with small pockets of other houses to the west thereof. Due to pressure from labour unions and Government policy on hostels, group homes are to be changed to single flat units for employees of the mine. The larger residential housing component of Sesheng is located nearer to Kathu in the form of single residential houses (Ext. 5).

Dibeng is located approximately 28km north west of Kathu alongside the R380 road in the Northern Cape Province. The settlement consists of two suburbs, namely Deben and Haakbosdraai. Dibeng started off as a small settlement on the banks of the Gamagara River, which provided water for the small town. The locations of the residential areas are characterized by the river in the centre of town and the rocky lime stone outcrops directly east and west of the river. Dibeng consists entirely of single residential houses, but can be split into a low density area to the west and higher density houses to the east. Dibeng was given its name by the Tswana and means "first drinking place".

Dingleton developed in a linear form along the one side of the then main road between Upington and Kuruman. Dingleton consists almost totally of low density single residential houses. The town is surrounded by large mine activities and the resettlement of Dingleton residents is eminent due to expansions of mining activities in this direction.

Olifantshoek is south-west of Kathu, south-west of Kuruman and north-east of Upington. With the amalgamation of municipalities in 2000 Olifantshoek Municipality became part of the Tsantsabane Local Municipality, until 2006 when it was amalgamated with the Gamagara Local Municipality. The town is a low/medium density residential area, but due to new developments which are underway it will in future become a high density residential area.



**Map 2: Locating the municipality**

The Gamagara Corridor “comprises the mining belt of the John Taolo Gaetsewe and Siyanda districts and runs from Lime Acres and Danielskuil to Hotazel in the north. The corridor focuses on the mining of iron and manganese” (NCPSDF 2012: 68).

### 2.2.1. Spatial Efficiency

“A municipality must, in order to determine land use and development applications within its municipal area, establish a Municipal Planning Tribunal” (section 35(1) of SPLUMA). The municipality had taken a decision to co-operate with municipalities in the district, to form a District Municipal Planning Tribunal. The Memorandum of Agreement, as entered in between the district and its locals, has been gazetted. The Gamagara Local Municipality has seconded the following officials to serve on the DMPT: Mr P Leserwane and Mr K Ositang, while Ms M Halenyane, will be dealing with category 2 applications, as the designated official for Gamagara Local Municipality.

## **2.3 Environment**

### **2.3.1 Climate**

The municipality has "typical arid climatic circumstances generally found in the Kalahari region, with temperatures ranging between 8°C and 28°C. The rainfall varies between 350 mm and 500 mm per annum, which is below the generally accepted average needed for dry land cropping" (Gamagara SDF, 2010: 9).

### **2.3.2 Topography and Geology**

"The landscape of the Gamagara Local Municipality may be seen as relatively flat, with a series of dry bedded rivers crossing the area. Mountainous areas do however occur in some parts of the municipal area" (Gamagara SDF 2010: 9). The geologically groups found in the municipal area are the Griquatown, Kalahari and Olifantshoek group.

### **2.3.3 Water sources**

The Gamagara Local Municipality, "being situated in an arid area, has extremely limited water resources. Settlements in the area are therefore extremely dependent on the extraction of groundwater for various uses. Although water resources in the area are supplemented by Sedibeng Water, the exponential growth in the area, especially around Kathu, has necessitated the close monitoring and protection of underground water resources" (SDF 2010, 11).

The municipality has various aquifers such as the Khai Appel, Sishen and Kathu aquifers. Sedibeng water provides clean/drinkable water to the residents of Gamagara Local Municipality.

**Water quality:** Water quality is tested monthly. Chemical and bacteriological tests are conducted and the results indicated an average healthy drinking water. The status of our water quality is 40% blue drop and 83% green drop.

### **2.3.4 Biodiversity**

96.9% of the area remains natural, while the remaining 3.1% covers an area where no natural habitat remains.

#### **2.3.4.1. Biomes**

There is one biome covering the whole Gamagara municipal area, which is the Savannah biome. The Savannah biome is famous for its wild animals hence the large game reserves like the Kgalagadi Transfronteir Park. The Savanna biome is the centre of wildlife tourism and meat production (game, cattle and goats) in South Africa, which can be utilised to grow the local economy.

**2.3.4.2. Vegetation type:** The municipal area is covered by seven vegetation types namely;

Vegetation type	Size
Gordonia Duneveld	0.12% of municipality
Kathu Bushveld	60.18% of municipality
Koranna-Langeberg Mountain Bushveld	1.66% of municipality
Kuruman Mountain Bushveld	6.09% of municipality
Kuruman Thornveld	17.2% of municipality
Olifantshoek Plains Thornveld	14.66% of municipality
Southern Kalahari Salt Pans	0.09% of municipality

### **Threatened terrestrial ecosystems**

Critically endangered	None
Endangered	None
Vulnerable	None

## **2.3.5 Heritage and assets**

### **Camel-thorn tree/ Kathu forest**

The Gamagara municipal area owns an endemic camel-thorn tree forest, which enjoys a National Heritage status. The tree gave Kathu its name; the "town under the trees".

The Kathu forest situated north of the town of Kathu has been declared a protected woodland in terms of section 12(1) (c) of the National Forests Act (1998) by the Minister of Agriculture, Forestry and Fisheries. This was confirmed in the Government gazette dated 10 July 2009. The Kathu Forest is a unique woodland of exceptionally large camel thorn trees (*Acacia erioloba*). The woodland of approximately 4000 hectares is one of only two such woodlands in the world. The Kathu forest was registered as a national heritage site in 1995. The farms and portions that make up the forest are currently privately owned.

## **2.3.6 Environmental threats**

The natural environment is confronted by various challenges. It is important for these challenges to be known, avoided or mitigated, so that the future generations can also enjoy what nature has given the residents of Gamagara municipal area. The environmental challenges are:

- unsustainable consumption and use of natural environment,
- uncontrolled development and expansion of the town of Kathu
- negative impact of mining on the ground water (either contamination or depletion due to dewatering)

- diminishing ecological footprint in the area

The state of air quality in the area which may diminish due continuous emissions from both mining machinery and processes to the atmosphere.



## 2.4 Demographic profile of the municipality

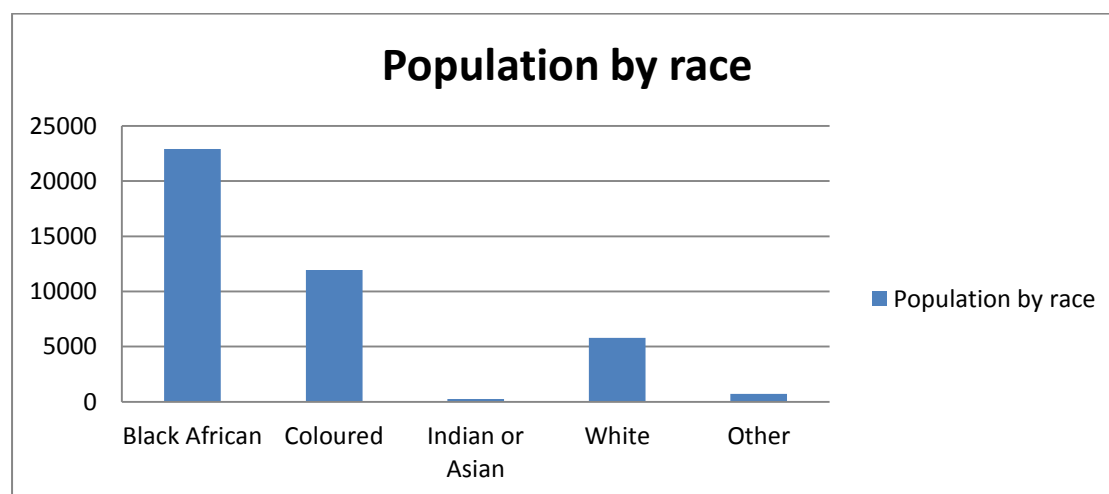
### 2.4.1 Population

Statssa (2011) indicated that Gamagara Municipality had a total population of 41,618 as compared to 23 202 in 2001. Thus translating to a population increase of 79% (18,425 individuals) from 2001 to 2011. Population is growing at a rate of 5.84% per year. Population density (people per square kilometre) increased from 8.9 to 15.9. The Gamagara Municipality has a high urbanisation rate of 97.6%, which is significantly higher than that of the District (24.9%).

Gamagara Municipality composition is characterised by African, Coloured, Whites and Indian or Asian people. Population is comprised of 55% Blacks, 28.7% Coloured, 14% Whites, 0,6 % Indian/Asian and 1,7% other population groups. Gender ratio was recorded at 120,1:100 male to females and mean age was 27 years as captured in census 2011(Statssa, 2011). The literacy level is low and only 24, 9 % have gone through matric and 3,6% has through higher education.

The most significant portion of Gamagara's population is resident in Kathu (27.7% or 11,511 individuals), followed by Sesheng (26.5% or 11,033 individuals), Olifantshoek (24.6% or 10,235 individuals), and Dibeng (18.9% or 7,848 individuals). Another 2.4% (991 individuals) of the Municipality's population is resident in the Gamagara Non-Urban (NU)8 area.

In terms of population growth, all the main places experienced a positive growth from 2001 to 2011 except the Gamagara NU mail place. Sesheng and Dibeng experienced the most significant growth rate of 125.7% and 95.9% respectively. In terms of numbers, the main place that experienced the most significant growth is Sishen (6,144 individuals) and Kathu (5,232 individuals). The Gamagara NU area covers 89.6% of the Gamagara Municipality's total geographical area. The second largest geographical area and largest urban area is Sishen, which covers 6.9% of the Municipality

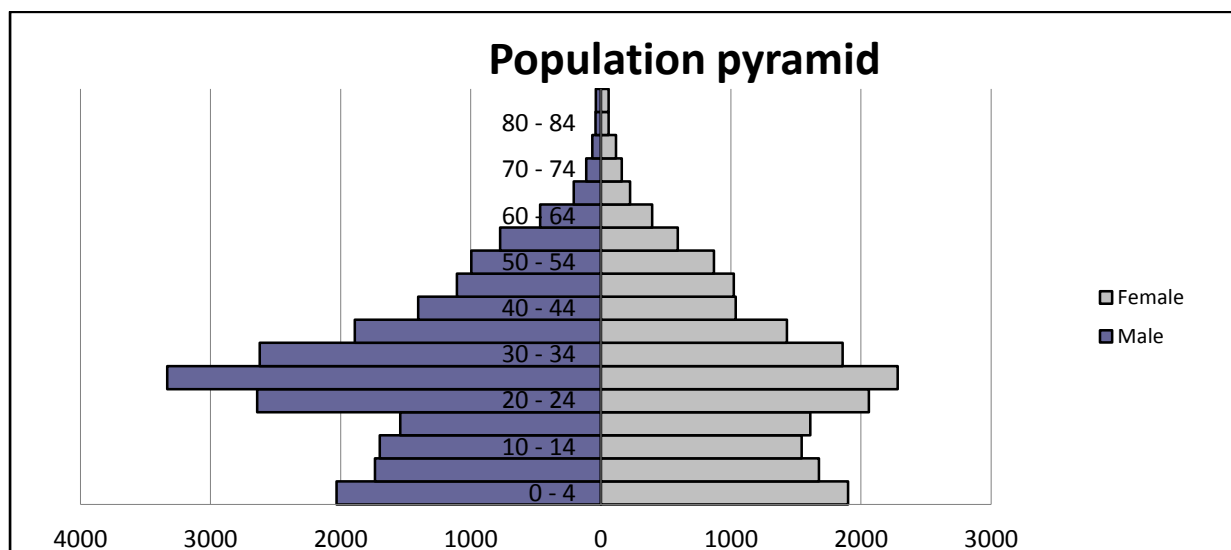




### Graph 1: Population by race

Dependency ratio was 50.9% in 2001 and has now decreased to 39% in 2011. This can be attributed to more people being economically active.

### 2.4.2 Age Distribution



### Graph 2: Population pyramid

### 2.5 Basic services

The constitution of South Africa mandates local government to make sure that people have access to basic services; such as access to proper sanitation, clean/drinkable water, energy and waste removal.

According to StatSA, 2011 Gamagara Municipality achieved to provide basic services at:

- 99% households have access to water at RDP or above RDP level,
- 87,9% households have access to electricity at or above RDP level
- 91,5% households have access to sanitation at or above RDP level
- 100% households receive refuse removal services

There is however, backlogs that could not be officially verified due the dynamics and movements of people who settle illegally on land. These illegal land grab impact negatively on service delivery of Water and Sanitation, Electricity and Refuse Removal in the following areas such as Dibeng, Olifantshoek and Sesheng.

### Economy:

Gamagara local municipality's economy is based on mining. The main activities are the exploration of iron ore and manganese deposits. The outlook of the economy is however negative due to low commodity prices affecting the whole country. The

mines are already shedding jobs and a possibility of 1/3 of the workforce being retrenched looms large.

However it is not all doom and gloom. The municipality has also become a solar hub just like most of the towns in the Northern Cape. Two (2) solar plants are already operational in Dibeng and two more are planned and ready to start within the municipal area. This is expected to cushion the effects of job losses in the mining sector.

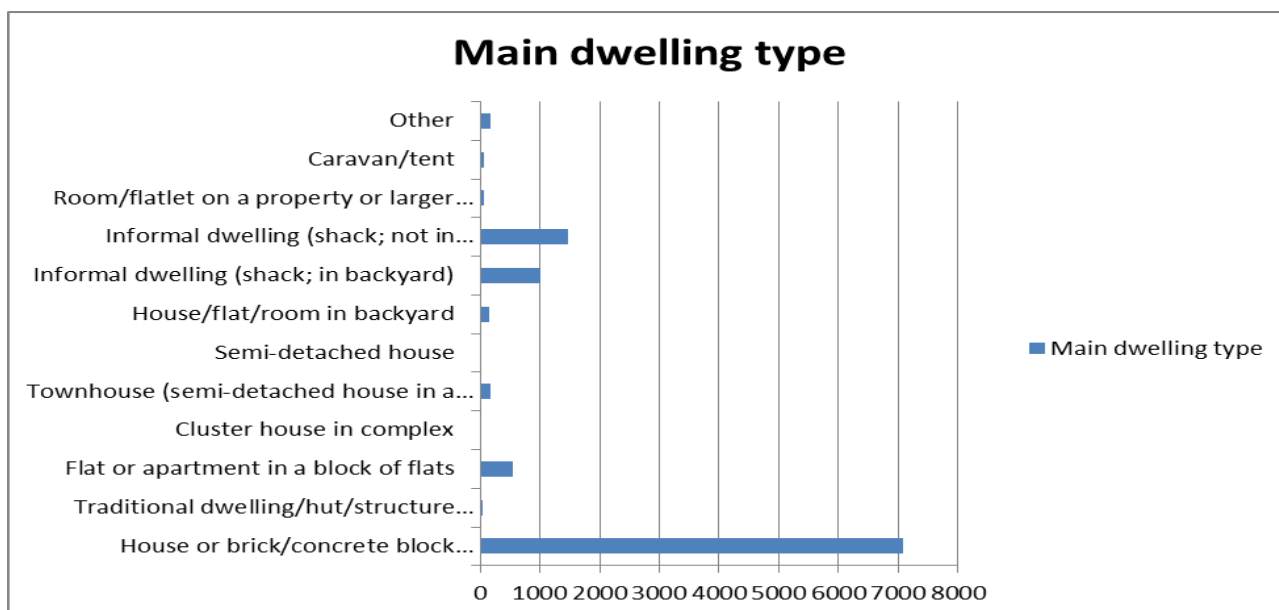
### **2.5.1 Housing**

The Municipality has an approved Revised Integrated Human Settlement Sector Plan. The Plan indicates that housing needs in Gamagara has grown exponentially in a period of ten years (in between 2001 and 2011 census years). The in-migration has prompted a growth 211% of in number of households. There were 833 informal households in Gamagara which constituted 15,7% of the total number of households and the 2011 census found that there was an increase of 1757 households leading to the total number of the informal households to 2 590 which constitute 24,4% of the total households in Gamagara. The Gamagara Integrated Human Settlement Sector Plan (GIHSSP) indicates that 98% of the informal settlements were found to be in the urban areas. Farm land housing need was recorded as 24 households (Gamagara Integrated Human Settlement Sector Plan: 2014).

The GIHSSP indicates further that 9,5% of the total households are backyard shacks which grew by 797% in the past ten years and 13,9% of the total households are stand-alone shacks which depicts 124% growth in the past ten years. It further reveals that there are households that stays in caravans or tents which constitute 0,6% of the total households and indicates a growth of 136% during the past ten years.

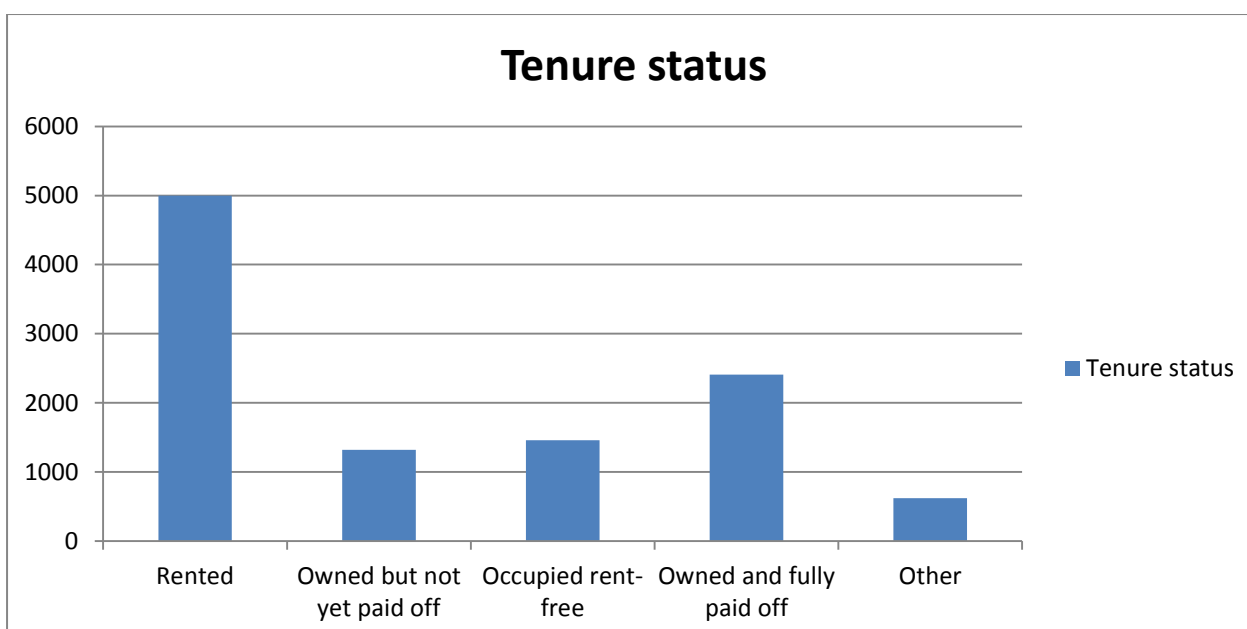
Approximately 76% of households resident in the Gamagara Municipality are resident in adequate housing. Although the number of households resident in adequate housing increased 80% from 2001 to 2011 (translating to 3,568 households), the portion of households resident in adequate housing decreased from 84% to 76% of Gamagara's total households. In 2001 16% of Gamagara's households were resident in inadequate housing which increased to 24% in 2011. Although informal dwellings in an informal/squatter settlement represent the most significant portion of the inadequate housing (14% of Gamagara's households), informal backyard dwellings (representing 9% of Gamagara's households) grew from 112 in 2001 to 1,005 in 2011 (797%).

The Integrated Human Settlement Sector Plan has identified a housing backlog to be at 2 590 houses. The municipality has planned to fast track the institutional housing development in all areas of the municipality to deal with the housing backlog.



**Graph 3: Main dwelling type**

The majority of people residing in the municipal area are renting those properties, followed by those that have fully paid their properties. The opportunity is characterised by the migrant labour system and few industrial development around Kathu. Also considering the property prices which are very high due to high economic boom in the area, most people cannot afford to buy houses in Kathu. There appears to be a huge market for rental properties in the Gamagara Local Municipality



**Graph 4: Tenure status**

## 2.6 Municipal institutional development and transformation

### 2.6.1 Municipal management and operational systems

The Gamagara Local municipality has a political and administrative component and below is a brief description of the two components that sees to the delivery of services for those residing in the municipal area.

#### 2.6.1.1 Political composition

The Gamagara Municipal Council is led by Cllr. Dineo P. Moyo and the Council is an ANC led Council. The Municipal Council has both executive and legislative authority, which means that Council can make policies or by-laws to govern their municipal areas



**CLLR: DP MOYO**

**HON. MAYOR**

**ANC**

**Cllr. J Johnson**

**COPE**



**Cllr. T Tiroyame**

**ANC**



**Cllr. I Obuseng**

**ANC**



**Cllr.P Selolanyane**

**ANC**



**Cllr. E Hantise**

**ANC**



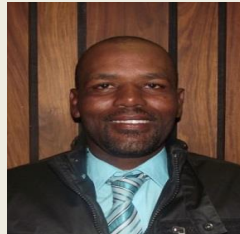
**Cllr. F Visser**

**DA**



**Cllr. V Gorrah**

**ANC**



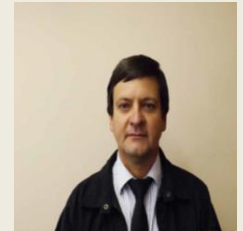
**Cllr. H Du Plessies**

**DA**



**Cllr. G Vos**

**DA**



### Ward Councillors

Ward	Councillor	Portfolio	Political party	Gender
1	Cllr. G Vos	Ward 1 Councilor and Member of Financial Services Committee	DA	Male
2	Cllr. T.E Tiroyame	Ward 2 Councilor and Member of MPAC	ANC	Male
3	Cllr. V Gorrah	Ward 3 Councilor and Member of Technical Service Committee	ANC	Male
4	Cllr. I. Obuseng	Ward 4 Councilor and Member of Corporate Service Committee	ANC	Male
5	Cllr. P Selonyane	Ward 5 Councilor and Chairperson of Community Services Committee	ANC	Female

### Proportional Representation Councillors

Councillor	Portfolio	Political party	Gender
Cllr. H. du Plessis	Member of Community Services Committee	DA	Female
Cllr. D.P Moyo	Mayor and Chairperson of Finance Committee and IDP	ANC	Female
Cllr. O.E Hantise	Chairperson of Strategic Service and MPAC Committee	ANC	Male
Cllr. F. Visser	Member of Technical Services Committee	DA	Male
Cllr. J Johnson	Member of Corporate Services Committee	COPE	Male

### **2.6.1.2 Administration**

In terms of part 7 section 82 of the Municipal Structures Act 117 of 1998 as amended the Municipality must appoint the Municipal Manager who is the head of administration and therefore the Accounting Officer. In terms of section 55 of the Municipal Systems Act, 32 of 2000 as amended the Municipal Manager as head of administration is subject to policy directives of the municipal council responsible for the formation and development of an efficient, economical, effective and accountable administration and must manage the municipality in accordance with all legislation and policies pertaining to Local Government. In terms of section 50 of the Municipal Systems Act 32 of 2000 as amended the Council in consultation with the Municipal Manager must appoint managers who are directly responsible to the Municipal Manager who must have relevant and requisite skills and expertise to perform the duties associated with the posts they each occupy.

The Municipal Manager is also accountable for all the income and expenditure and all assets as well as the discharge of liabilities of the municipality including proper and diligent compliance with the Municipal Finance Management Act, 53 of 2003. Each Director who reports directly to the Municipal Manager are delegated the functions as may be deem necessary by the Municipal Manager and powers as delegated to him by Council and relevant legislation. The Municipal Manager and Directors forms the senior management core and all directors are accountable to the Municipal Manager in terms of strategic management and oversight of their departments. All budget expenditures in each directorate are managed by the Director in order to ensure that service delivery matters are handled speedily. The administration of Gamagara Local Municipality consists of 5 Departments headed by 5 Directors.

Considering the size and intense nature of certain functions of the municipality, some of the functions are provided on a shared based arrangements. Services like the Internal Audit and Risk Management are shared services and provided from the John Taolo Gaetsewe District Municipality.

All Directors are required to sign an annual performance contract linked to the IDP and SDBIP as approved by Council and the Mayor respectively. Currently there is no vacancy at the management level.

Mr T.C Itumeleng is the administrative head of the municipality. He sees to the day to day running of the municipality. He is responsible for directing the administration of the municipality to achieve the objectives as set by Council. The Municipal Manager is assisted by the management team, which reports directly to him.

#### **Office of the Municipal Manager**

Ensures the effective and efficient functionality of the municipality.

## Technical Services

This department's core function is to ensure that basic services are delivered to the communities of Gamagara and to ensure infrastructure investment, development and maintenance in the municipal area.

## Community Services

The Department of Community Services comprises library services, parks, recreation and graveyard section, health and cleansing section, disaster management division and traffic section. The directorate is responsible for looking after the social development of the municipality and promotion of balanced lifestyle.

## Corporate Services

This department is responsible for: administration, auxiliary services, committee services, valuations, legal support, property management, human resource management, management support and ICT. The municipal institutional development and maintenance is directed from this Directorate.

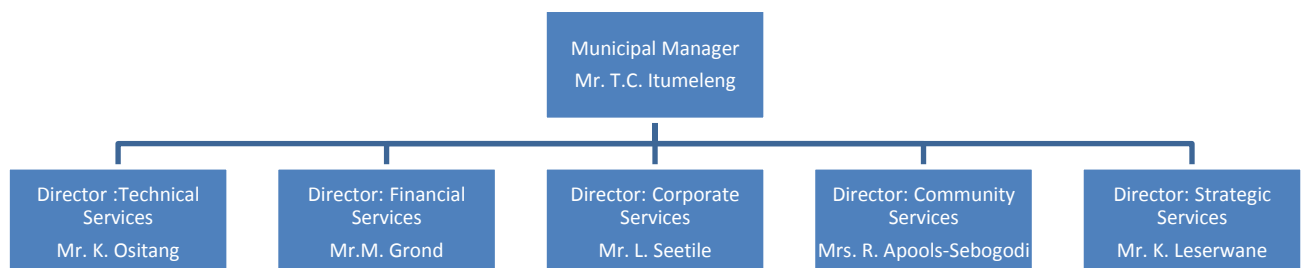
## Financial Services Department

The department is responsible for ensuring sound financial management and making sure that the municipality complies with the MFMA.

## Strategic Services

This department comprises of local economic development, integrated development plan, performance management system, communication, housing and town planning and land-use management. The department is responsible for the overall planning and monitoring for the municipality.

The top organisational structure of the municipality is as follows:



### **2.6.1.3 Complaints management systems**

The municipality does not have a complaints management system, however, service breakdown reports are outsourced to privately operated call centre and communities are also afforded opportunity to phone directly or visit the concerned department via its responsible Director.

### **2.6.1.4 Fraud prevention plan**

The Municipality do not have a dedicated anti-corruption units. The service is however provided from the office of the Municipal Manager. The whole management team is responsible for ensure that Fraud is curbed. Customer Care Centre is been installed to assist the municipality with reporting any instances of corruption or fraud.

### **2.6.1.5 Stakeholders mobilisation**

The municipality has through its IDP/Budget Process Plan, illustrates how it intends to engage with the different stakeholders. The municipality has been able to mobilise its stakeholders in the compilation of the IDP, though it should be recorded that sector departments are not active enough.

The municipality has a plan to increase the stakeholder participation by establishing strategic sector stakeholder forums .e.g. Developer's Forum, LED Forum, Chamber of Commerce. The municipality has approved the communication strategy at a council meeting held on 26<sup>th</sup> February 2015.

## **2.6.2 Institutional development and transformation**

### **2.6.2.1 Human Capital**

The municipality has a staff component of **385** people.

### **2.6.2.2 Skills development**

The municipality complies with the Skills Development Act (1998) by submitting its Workplace Skills Plan and training report annually to LGSETA. This allows the municipality to identify skills gaps and plan training interventions to help capacitate its workforce. The skills development plan is been reviewed annually and each employee must submit its personal development plan to be incorporated in the WSP.

### **2.6.2.3 Performance Management System**

The MSA (2000) section 38 states that "a municipality must establish a performance management system that is: commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives, indicators and targets contained in its integrated development plan". Performance management system is important, as it allows the municipality to measure its performance and identifies its



performance shortcomings. When performance management system is properly and fully implemented it can improve the overall performance of the municipality.

The municipality has only been able to implement performance management system for the municipal manager and the directors. They have signed performance agreements and scorecards. The municipality has appointed a Performance Management System Officer to make sure that PMS is executed in a more effective and satisfactory manner. The municipality will cascade the performance management system to lower level employees and to give effect to the approval of the Performance Management Plan.

#### **2.6.2.4 Information technology**

Currently there is no internal capacity to do ICT work; the municipality is using an external service provider, to do this function on behalf of the municipality. The municipality has appointed an ICT person, but it is still not sufficient and intends to fill other critical posts in the new financial year as reflected in the reviewed organizational structure.

#### **2.6.2.5 Human resources policies**

The municipality has developed the following human resources policies to create the necessary environment for fair and sound labour practices. Below is a list of the policies and plans (and its current status) that the municipality has approved to guide it in treating its workforce fair and consistently. All the policies below were reviewed and workshop during the first quarter of the 2015/2016 financial year.

<b>Policy name</b>
Training and Development
Leave policy
Employment Equity
Sexual Harassment
Substance and Traveling
Essential Services
Disciplinary codes and Procedures
Human Resource and development
Grievance procedures
Job evaluation
Code of conduct for employees
Affirmative action
Delegations authorization
HIV/AIDS Policy
Employment Equity
Skills development

Remuneration Scales and allowances
Smoking policy
Uniforms and protective clothing
Resettlement
Payroll deductions
Information technology
Occupational health and safety
Exit Management policy
Official transport to attend funerals
Organizational rights Agreements
Special skills
Employee assistance and wellness
Official working hours and overtime
Work organization
Official Housing
Official journeys
Performance Management Policy
Communications Policy

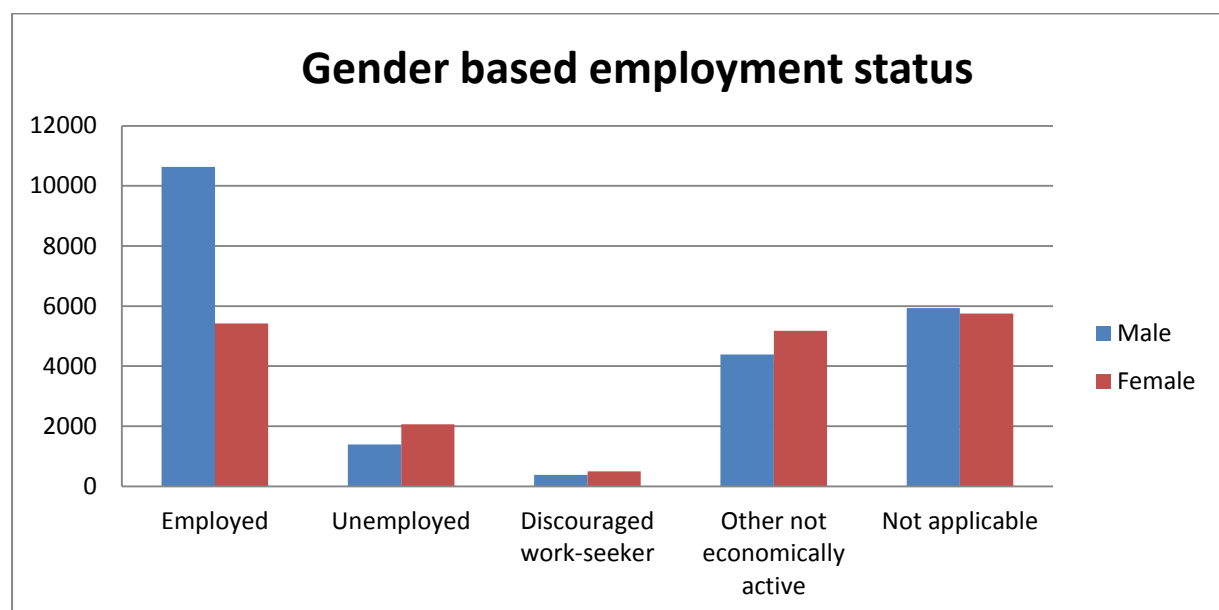
## 2.7. Local Economic Development

### 2.7.1 Socio-Economic Indicators

#### 2.7.1.1 Official Employment Status

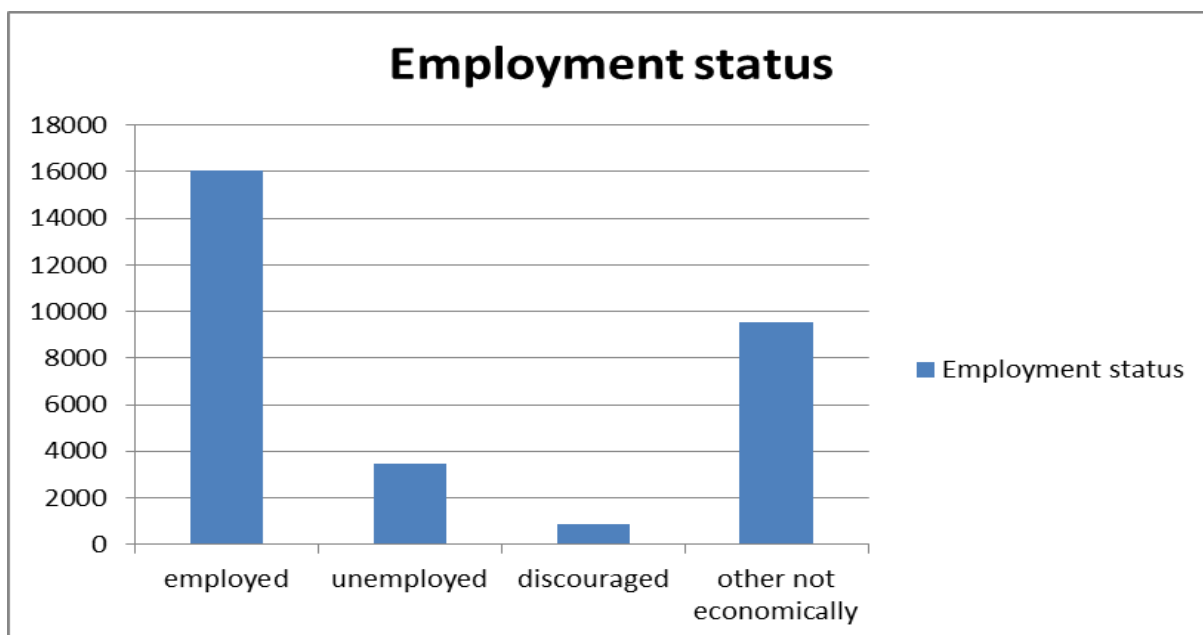
The majority of employed people in the municipal jurisdiction are male, while female are the most unemployed and discouraged work-seekers.

Females also constitute a large number of those that are not economically active. This analysis indicates that most of the job creation initiatives should be targeted at females.



Graph 5: Gender based employment status

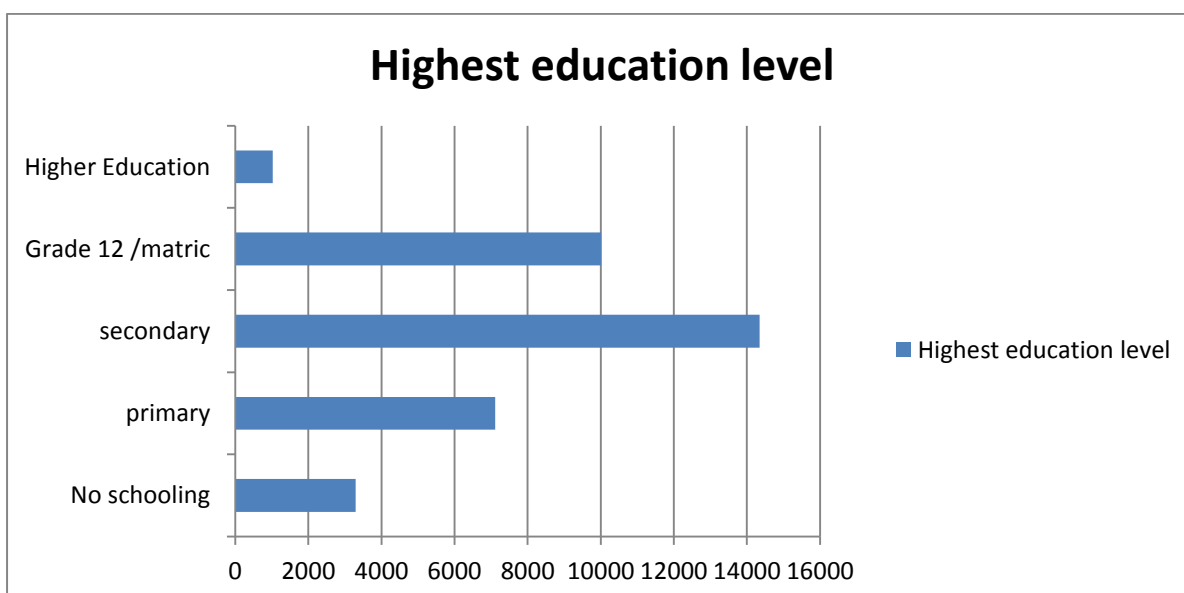
Statssa (2011) indicates that 17,7% of the population of Gamagara were not employed and 65% of those constitute youth.



**Graph 6: Employment status**

### 2.7.1.2 Education levels

Education is often a means to expand the range of career options a person may choose from and influence a person's income and ability to meet their basic needs. Education levels and income levels thus become important indicators of human development. From the table below it is clear that there is a high number of people who has a secondary school education, followed by those who have matric. The number of those with no schooling has increased from the 2007 survey to 2011.

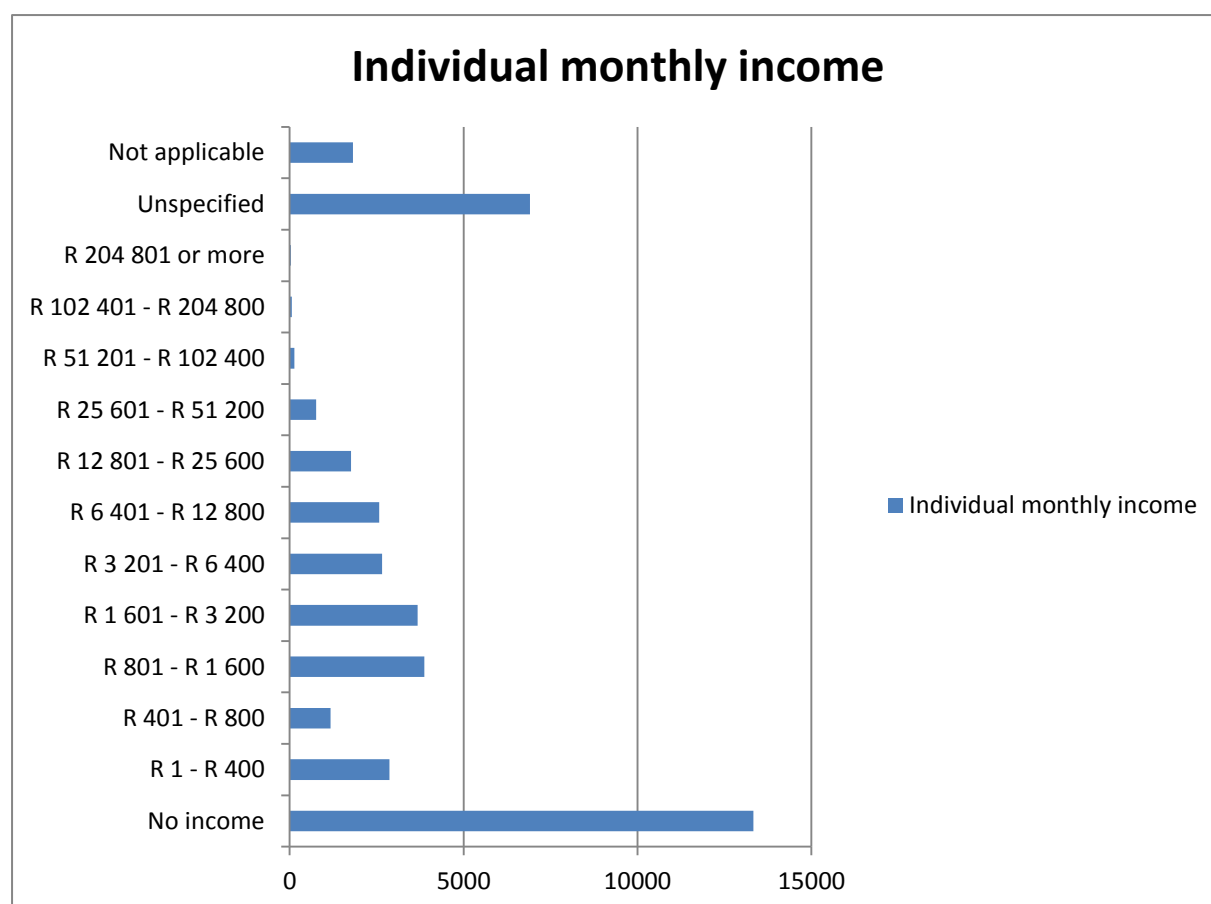


**Graph 7: Highest education level**

### 2.7.1.3 Income levels

"Income variable is one of the variables that measure individual and household welfare. It is an important variable that assists in generating indicators relating to poverty and development. Statistics on income levels also facilitate planning and resources allocation" (Stats SA, Roambi).

The majority of people in the Gamagara municipal area have no monthly income, so the developmental initiatives should try and improve these people's lives.



Graph 8: Individual monthly income

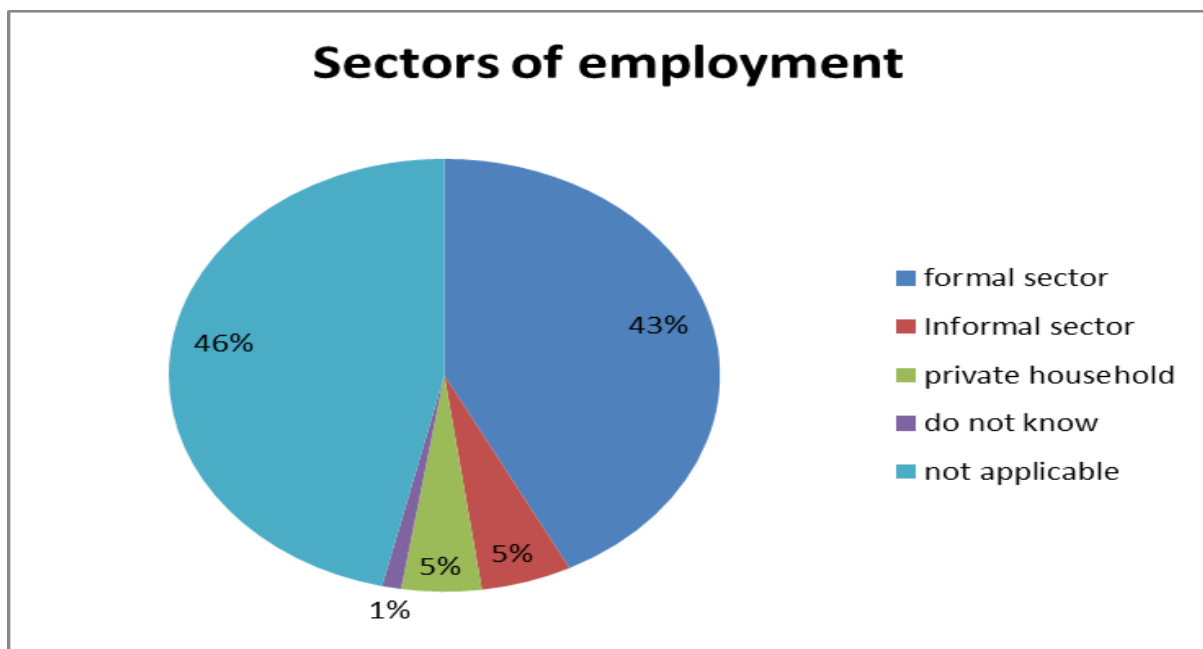
### 2.7.2 Economic indicators

Gamagara Local Municipality has become a significant player in the Northern Cape Province and an important contributor to South Africa's mining sector, and international mining value chain. Thus making it a centre of concentration on the development for providing relevant and up to date infrastructure to accommodate such development. The municipality thus infrastructure investments drives and initiatives that have to characterize the town's economic development trajectory. The municipality has identify the economic pull and push factors, such as education and training, research, entrepreneurship, community image and the arts.

Gamagara has planned to develop into a commercial and industrial town over and above the mining economic spin-offs. It has a potential to develop into a City as envisioned by Council.

### 2.7.2.1 Sectors

43% of the employed people are employed in the formal sector while 5% are those in the informal sector. The importance of the informal sector in the local economy is recognised, as it gives those who are not skilled an opportunity to create livelihoods for themselves and their families. 5% are employed in private house, which means, they work as gardeners, as housekeepers or child minders.



**Graph 9: Sectors of employment**

### 2.7.2.2 Tourism and SMMEs:

The following tourist attraction points exist namely, the mines, Kathu archeologically complex consist of three heritage sites in and around the town of Kathu, which includes the Kathu town lands, Kathu pan and the Best wood pan. The municipality identified the need to draw on its heritage resources to generate jobs and alternate economic streams for the socio- economic development of the communities it serves and aligning it with other tourism opportunities. Focus has also been put on indigenous knowledge as a possible tourist attracting activity.

### 2.7.2.3 Job creation initiatives:

Prospects for economic growth and development within our Municipal area for the short term and long term will focus on Manufacturing, Heritage & Tourism, wholesale and retail trade and solar energy. The supplier Park which will be built in Gamagara Municipal area will create lot of opportunities for the local people.

The Kathu pan which is a heritage site and have attracted archaeologist from abroad who are busy doing research on the artefacts found in this Municipal area – these heritage site will make the Tourism sector to grow and also the upgrading of the Khai-appel Resort will make an impact. Wholesale is expanding at a very high speed in the area which will also create jobs, including the two Solar parks which are under construction and have already create significant amount of jobs

The municipality has embarked on the following Job creation initiatives with the involvement of the mining. Below is the listed initiative.

LED INITIATIVES		
PROJECT NAME	STATUS	SOURCE OF FUNDING
1. BRICKMAKING PROJECT	Project was merged with an existing brickmaking factory- Ashanti Bricks	Khumani SLP
2. COFFIN MAKING PROJECT	Project was merged with Ofentse wood and craft	Khumani SLP

These projects are part of Khumani's SLP and are thus fully implemented by the mine and since the projects collapse it needs to be rescatitate by the Municipality

EPWP is also beneficial for temporary job creation, for the year 2015/16 and continued as and when basis.

#### **2.7.2.4 LED Friendly**

Local Economic Development largest projects will be the Upgrading and Renovation of Khai-appel Resort is complete and the project will be handing over before the end of the financial year.

There is satisfactory involvement of stakeholders in the local economic development of the Municipality, particularly the mining houses. The municipality intends to revive the LED Forum for maximum participation of key stakeholders to realize economic development. Furthermore the municipality is also in a process of reviewing the Strategy and will be reviewing the Supply Chain Management policy for facilitation of SMME Development and empowerment. Anglo American also supported LED initiatives through its Anglo Zimela Fund which support emerging entrepreneurs. The Gamagara Development Forum (GDF) also supports initiatives by groups.

## 2.8 Financial Plan

### 2.8.1 Municipal financial viability

#### 2.8.1.1 Auditor General's finding

As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) and, section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the responsibility of the Auditor General is to express an opinion on the municipality's financial statements based on conducting an audit in accordance with International Standards on Auditing.

The municipality received a qualified audit opinion for the 2014/15 financial year. The reason for the qualified audit opinion was with matters of emphasis. We have developed an action plan to address all issues and queries raised by the Auditor General which has been attached as an Annexure to the Annual Report.

**The AG's audit opinion for the last 3 years has been as follows:**

2012/13	2013/14	2014/15
Qualified	Qualified	Qualified

#### 2.8.2 Financial management system

The municipality has set up a sound financial management system by drafting and ensuring that Council approved financial management policies and procedures to ensure uniformity and compliance to sound financial management. The following table indicate the policies and procedure in place at the municipality. The following policies was reviewed during the 2015/2016 financial year

Policy name
Supply Chain Management Policy
Indigent policy
Property rates
Debt Collection and credit control
Anti- fraud and corruption policy
Petty cash management
Tariff Policy



Internal Audit and Risk Management function are provided as shared services and are overseen by the Audit and Performance Committee which sits regularly.

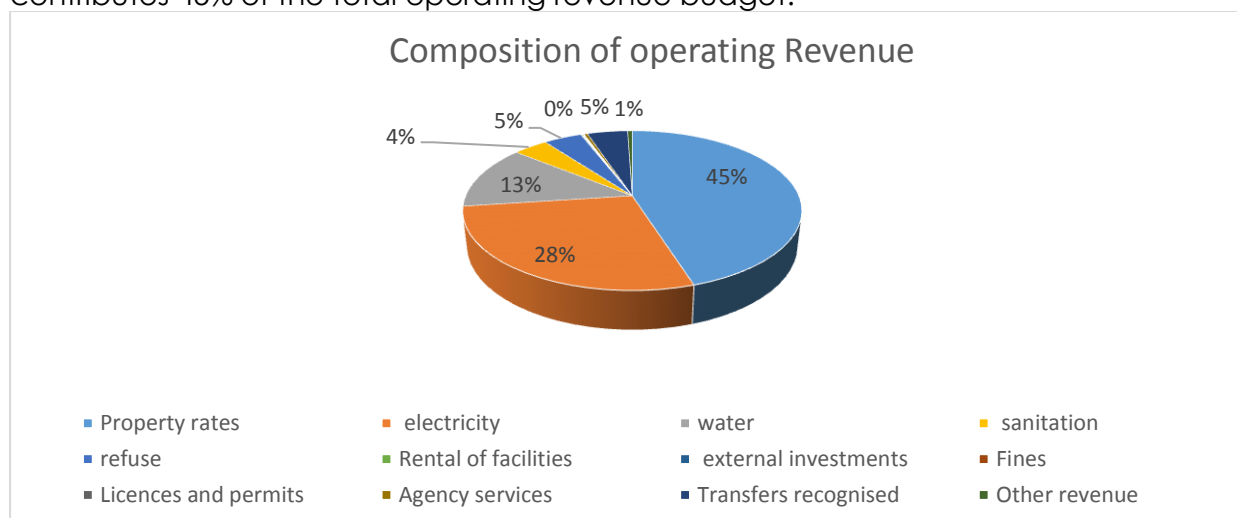
### **2.8.3 Operating Revenue Framework**

For Gamagara to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of the municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues. We will also need to come up with smart revenue collection methods, i.e. smart/prepaid meters and strong economic development policies that are cost reflective, i.e. bulk services, in order to keep up with the growth of the town.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 95 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

As depicted in this chart below property rates being the major revenue stream contributes 45% of the total operating revenue budget.



Revenue generated from rates and services charges increased by 19% and forms a significant percentage of the revenue basket for the Municipality mainly due to the strengthening of the debt collection efforts to collect the outstanding debt in the 2016/17 financial year.

The drop in the rates revenue in the 2016/17 annual budget is due to the ongoing dispute with the mines, and we only budgeted for what the mines committed to pay and not the entire valuation projected revenue. The above table excludes revenue foregone arising from discounts and rebates associated with the tariff policies of the Municipality.

Operating grants and transfers totals R28.7 million in the 2016/17 financial year and steadily increases to R32.1 and R36.6 million by 2017/18 and 2018/19 respectively.

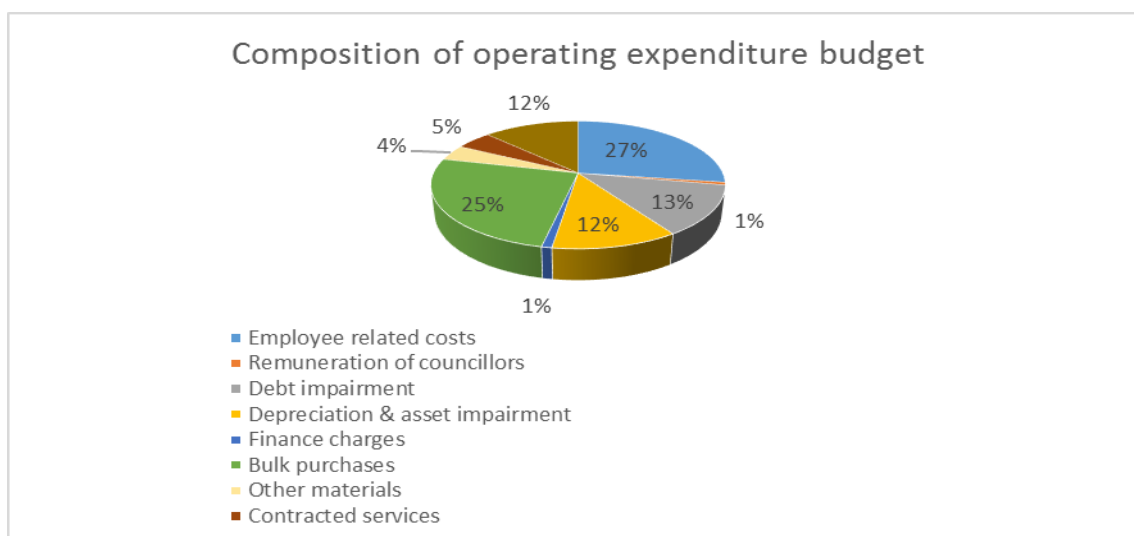
## 2.8.4 Operating Expenditure Framework

The Municipality's expenditure framework for the 2016/17 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherences to the principle of no project plan *no budget*. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2016/17 budget and MTREF (classified per main type of operating expenditure):

**Table 4 Chart-Composition and Summary Table of operating Expenditure by Type**



The budgeted allocation for employee related costs for the 2016/17 financial year totals R143 million, which equals 27 per cent of the total operating expenditure.

Salga and Trade Unions (IMATU and SAMWU) in implementing The *Salary and Wage Collective Agreement* for the period 1 July 2016 agreed to a 6 percent increase.

The gazette for 2015 on the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998) which will indicate the actual costs to budget for the remuneration of councilors is still to be released. The most recent proclamation of 5 percent in this regard has been taken into account in compiling the Municipality's final budget.

The provision of debt impairment was determined based on an annual collection rate of 95 per cent and the Debt Write-off Policy of the Municipality. For the 2016/17 financial year this amount equates to R66 million. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R61 million for the 2016/17 financial year and equates to 12 per cent of the total operating expenditure. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years.

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 1.3 per cent of operating expenditure excluding annual redemption for 2016/17.

Bulk purchases are directly informed by the purchase of Electricity from Eskom and water from Sedibeng Water. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses.

Other materials and expenditure comprises of amongst others the purchase of fuel, diesel, materials for maintenance, cleaning materials and chemicals. Other expenditure comprises of various line items relating to the daily operations of the municipality. In line with the Municipality's repairs and maintenance plan this group of expenditure has been prioritized to ensure sustainability of the Municipality's infrastructure.

## 2.8.5 Capital expenditure

For 2016/17 an amount of R261 million has been appropriated for the development of infrastructure which represents 90 per cent of the total capital budget. Community Services is the second biggest capital appropriation with an allocation of R18.7 million followed by Corporate services with an allocation of R7,7 million. Please refer to table A5 and supporting table SA36 on the detail of the capital budget.

### 2.8.5.1 Capital Funding

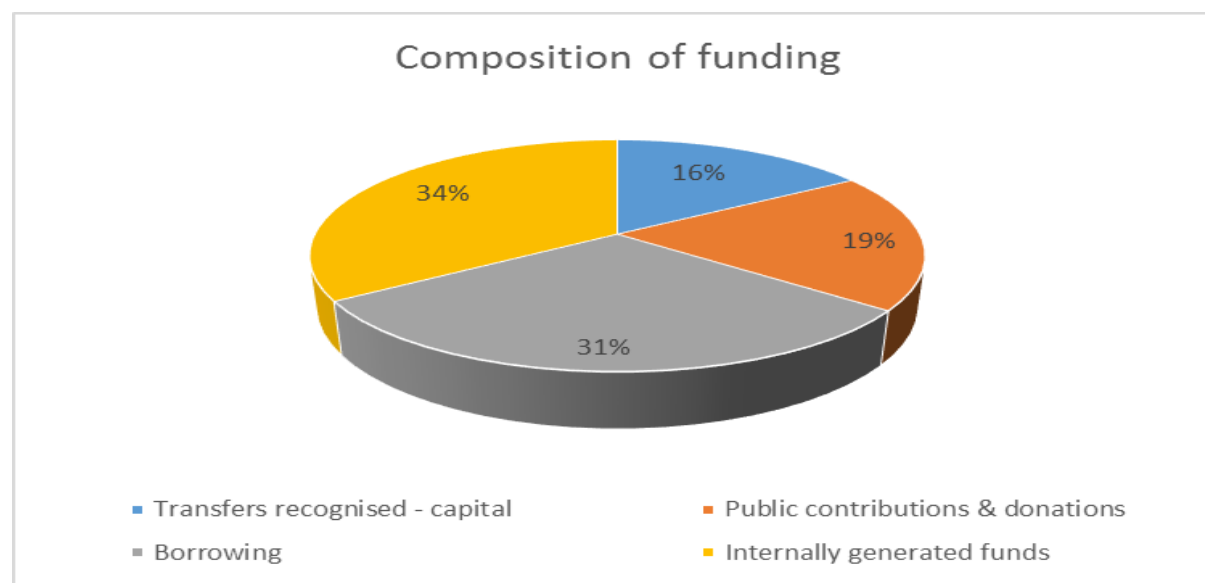
NC453 Gamagara - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Funded by:</b>											
National Government		71 000	18 938	12 124	32 864	32 864	32 864	12 101	43 103	144 087	67 762
Provincial Government			7 189	3 375	38 145	-	-	-	2 000	-	-
District Municipality				-	-	-	-	-	-	-	-
Other transfers and grants				-	-	-	-	-	-	-	-
<b>Transfers recognised - capital</b>	4	71 000	26 127	15 499	71 009	32 864	32 864	12 101	45 103	144 087	137 092
<b>Public contributions &amp; donations</b>	5		31 190	9 443	75 000	12 000	12 000	493	53 649	-	-
<b>Borrowing</b>	6				-	-	-	-	85 000	-	-
<b>Internally generated funds</b>			44 988	45 655	204 151	59 477	59 477	29 490	95 092	102 706	111 347
<b>Total Capital Funding</b>	7	71 000	102 305	70 596	350 161	104 341	104 341	42 084	278 844	246 793	248 439

This portion of the budget Table A5 above, presents the funding sources that are depicted in the chart below:

The new borrowing of R85m is intended for the upgrading of the bulk electricity infrastructure to expand on the existing capacity in Olifantshoek which is over loaded and represents, as seen below, 31% of the total capital budget. Please note that the Department of Energy through the integrated National Electrification Programme (INEP) has allocated Gamagara Municipality R85 million over the MTREF, so we are using this grant to apply for front loading from DBSA.

Internally generated funds of R95m contributes 34% to this proposed capital budget 2016/17 with 16% from government grants and 19% from public contributions.



## **2.9 Good governance and public participation**

### **2.9.1 Democratic governance**

In order to make sure that the IDP becomes a principal strategic document of the municipality, the IDP Steering Committee and IDP Representative Forum also exists and sits on a quarterly basis. IDP Imbizos are called regularly to ensure that community needs are captured and prioritised in the IDP.

### **2.9.2 Communication**

The municipality has an approved communication policy which guides and informs how the municipality informs its residents on all municipal related issues. The strategy seeks to encourage community members to actively participate in the affairs of the municipality.

### **2.9.3 Governance structure**

#### **Audit Committees**

Municipal Financial Management Act (MFMA) section 166 requires each municipality to have an audit committee. The municipality does not have its own audit committee and is thus sharing the service with the John Taolo Gaetsewe District Municipality. The audit committee is an independent advisory body which advises the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on various matters.

#### **Oversight Committees**

The main purpose of the Municipal Public Accounts Committee (MPAC) is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This will include oversight over municipal entities. The MPAC has been established and it is functional. MPAC is functional at the municipality even it has challenges of sitting regularly as required.

#### **Ward committee system**

Five ward committees were establishment and are all in operation. There is, however, a challenge regarding proper functioning of some ward committees due some members of some ward committees are not active, but the municipality intends to fill vacant posts as soon as possible. The remaining members in these committees continue with their normal functions.

## Council Committees

The Gamagara Local Municipal Council was made up of 10 elected Councillors who are sitting and chairing different Council Committees, namely:- **Corporate Services Portfolio Committee, Public Participation Infrastructure and Service Delivery Portfolio Committee, Community Services Portfolio Committee, Technical Services Portfolio Committee, Finance Services Portfolio Committee**

The Gamagara Local Municipality is a plenary type of council consisting of 10 councillors, of which 5 Councillors were Ward Councillors and the other 5 Councillors were Proportional Representatives. There is a good working relationship between Mayor, Councillors' and the Administration.

The main role of the municipal Council is to exercise legislative and executive authority and to play an oversight role and make sure that public participation occurs. The municipal Council consists of ten councillors. The Councillors chairs various committees within the municipality such as: Corporate Services, Community Services and Financial Services, Public participation and Infrastructure services and Technical Services.

## Chapter 3

### 3.1 Strategic framework

The following 5 pillars were identified as very important in the development of the Gamagara Local Municipality Strategic Framework:

**Open Opportunity Society:** A society in which every person is free, secure and equal, where everyone has the opportunity to improve the quality of his/her life and pursue her/his dreams, and in which every language and culture has equal respect and recognition

**Redress:** Addressing the imbalances of the past that has resulted in economic and spatial inequality in a sustainable manner that ensures that all benefit

**Delivery:** Ensuring that everyone has equal access to basic services and resources under the mandate of government and the constitution

**Transparency:** Communicating all the municipal developmental plans to all citizens and further promote the participation of different stakeholders in municipal developmental agenda

**Economic Development:** Creating an enabling environment for economic growth and promote economic development for the benefit of all.

Form the above pillars the following vision, mission and values were found more relevant in directing the municipal development pathway.

#### Vision

**A PROSPEROUS COMMUNITY WITH A FUTURISTIC ECONOMY**

#### Slogan

**KHUMO E MO LEFATSHENG**

#### Mission

The Gamagara Municipal Council and Administration Will Strive To:

***To provide universal, sustainable services to the community in order to attain a safe and healthy environment, as well as socio-economic development by exploiting economic benefits and strengthening stakeholder relations***

#### Values

We subscribe to the following values:

***Transparency***

***Accountability***

***Excellence***

***Integrity***

***Responsiveness; and***

***Accessibility***



Our values are driven and supported by:

**The constitution of the republic of South Africa;**

**The “BATHO PELE” principles;**

**The code of conduct for Councillors and officials in accordance with the Municipal Systems Act, 2000; and**

**The Freedom Charter**

### 3.2 Strategic Goals (Reference Annexure A, B and C )

The municipality was involved in a public participation process where in all the five ward communities were engaged and different sector departments including the mining sector. From these engagements all the concerns and community needs and sector plans resulted in the development of the following Key Performance Areas (KPA's) guided by the principle mentioned above at 1.2. KPA's were then linked to specific strategic objectives which also broken down into Key Focus Areas (KFAs). All the Strategic Goals were derived from the six KPA's so as to ensure that all KPA's are fully addressed.

KPA no.	KPA	Strategic Objective	KFA
1.	Basic service delivery and infrastructure investment	Improve life for all through sustainable infrastructure investment and development	Planning and development Basic services (water, sanitation, solid waste, electricity, etc.) Bulk services (water, sewerage, electricity, solid waste, etc.) Maintenance of municipal property and infrastructure Procurement and Contract management
2.	Financial Sustainability	To ensure the financial sustainability of the municipality is in order and to adhere to statutory requirements	Budgeting and Funding Capital expenditure Operational Expenditure and Cost Management Revenue Management Supply Chain Management Asset management Financial reporting
3.	Good Governance and Stakeholder Participation	To promote good governance through enhanced stakeholder participation	Good governance structures (governance systems, policies, by-laws and procedures) Strengthened stakeholder participation Risk management and

			internal auditing Performance Management Intergovernmental Relations IT and Communication
4.	Institutional Transformation	To provide an effective and efficient resources by aligning our institutional arrangements to our overall strategy in order to deliver quality services.	Organisational Structure Human Capital and Skills Development Customer care Programme and project management Municipal facilities Equipment and fleet management
5.	Community Safety, Development and Sustainable Environment	To facilitate the development of the community pro-active identification, prevention, mitigation and management of environmental health, fire and disaster risks.	Environmental control (development of green areas, waste management, etc.) Libraries Public safety Disaster management and fire-fighting Special programmes focusing on the vulnerable groups Sustainable Human settlement
6	Economic Growth and Development	Create a conducive environment for economic development in the municipality	Local economic sector forums Enterprise development Capacity building Gamagara Development Corridor

### 3.3 “Back to Basics”

The President in his State of the Nation Address on 12th February 2015; “Local government is everybody’s business. We have to make it work. We have launched the “Back to Basics” programme to promote good governance and effective administration through cutting wastage, spending public funds prudently, and hiring competent staff and ensure transparency and accountability in municipalities”.

Therefore it is imperative that this IDP is aligned to the “Back to Basics” strategy with emphasis on:-

PILLARS	HIGHLIGHTS OF KEY ON EACH AREAS OF IMPROVEMENT ON EACH PILLAR
Basic Services	Dibeng and Olifanshoek has been move from basic to higher level of services. E.g Sanitation
Good Governance	Municipality has regular council meetings

Public participation: Putting People First	Some councillors have improvement on their community engagements and report back.
Building Capable Institutions and Administrations	Critical vacancies in the municipality have been filled. CPMD Training is been extended to all senior officials including those outside finance department.
Sound Financial Management	Revenue enhancement strategy developed in collaboration with DBSA. Electronic meter reading systems introduce.

## Chapter 4

### Integration- Sector Plans

This document was informed by integration of the different planning tools of the municipality. These planning tools are specific to delivery module in the municipality which are structured into municipal departments. These tools together with the national and provincial developmental imperatives directed planning particularly the prioritising of projects to meet the municipal objectives. These planning tools over and above the municipal developmental needs as determined by the community through the IDP consultative meetings, IDP Representative Forum, the Community Feedback Meetings by Councillors and the Ward Committee engagements with the community, assist to give indications on the feasibility of achieving these needs on time and within budget.

Planning tools that were considered during the planning phase of the IDP are listed below. However, some of these tools are out dated but presented a picture of where the municipality is and thus their use were still partially relevant even though there is a need to review. Some of the tools are still to be initiated due to the realisation of the new needs as informed by the growing speed of the town.

The following planning tools were considered during planning of the IDP.

Sector Plan	Current status
Spatial Development Framework	Will be reviewed in the 2016/17 financial year
Land Use Management System	Will be reviewed in the 2016/17 financial year
LED Strategy	Will be reviewed in the 2016/17 financial year
Performance Management Policy	Approved by Council
HIV/AIDS policy	To be reviewed
Water Services Development Strategy	To be reviewed
Integrated Waste Management Plan	Approved by Council
Environmental Management Framework	Will be started in the 2016/17 financial year
Integrated Environmental Management Plan	Will be conducted in the 2017/18 financial year
Integrated Human Settlement Sector Plan	Approved by Council
Integrated Transport Plan	To be reviewed
Gamagara 2030 Development Plan	Service provider appointed
Placement Policy	implemented
Olifantshoek Electricity Master Plan	Approved by Council
Dibeng Electricity Master Plan	Approved by Council

Kathu Electricity Master Plan	Approved by Council
Kathu Water Services Master Plan	Approved by Council
Olifantshoek Water Services Master Plan	Approved by Council
Kathu Waste Water Master Plan	Approved by Council
Dibeng Waster Water Master Plan	Approved by Council
Open Space Management Plan	Approved by Council

## Chapter 5:

### Project list -Service Delivery and Budget Implementation Plan (SDBIP)

#### ISSUE 1: BASIC INFRASTRUCTURE DEVELOPMENT

Project Nr.	Project Description	Project Outcome	Project output	Location	Financial Year (Project Input)					Funding Source
					2013/14	2014/15	2015/16	Adjustment	2016/17	
PBID 001	Construction of 40MVA Substation	Upgrade electrical capacity	40 MVA substation for Kathu West	Kathu West	R0	R0	R 20,000,000	R 1,000,000	R 35,000,000	Internal funds
PBID 002	Electricity Development	Surety funding: Escom	Secured electricity upgrade for Gamagara	GLM	R0	R0	R 25,000,000	R 10,000,000	R10,000,000	OPEX
PBID 003	Upgrade of the Bulk electricity supply (Planning)	Provide electricity	Replace MV Cables	Kathu	R0	R 1,000,000	R 800,000	R0	R0	Internal funds
PBID 004	Electrification of 300 stands	Provide Electricity	300 electrified stands	Kathu	R0	R0	R 12,000,000	R 2,000,000	R18,000,000	Transnet
PBID 005	Upgrade of the Traffic station	Improve customer care services	Upgraded traffic station	Kathu	R0	R0	R 7,000,000	R0	R 1,500,000	Internal funds
PBID 006	Replacement of stubbies and Mini-sub	Improve electricity	40 New stubbies and mini-sub	Kathu & O'hoek	R0	R 2,400,000	R 5,000,000	R 5,000,000	R0	Internal funds

PBID 007	Upgrading of Industrial substation	Improve electricity supply	Provide Electricity	Kathu	R0	R 200,000	R 4,000,000	R 1,000,000	R0	Internal funds
PBID 008	Upgrade of the Parks Offices	Improve accessibility to offices	Upgrade Parks Offices	Kathu	R0	R 600,000	R 6,500,000	R 300,000	R 1,500,000	Internal funds
PBID 009	Renovation/Upgrading of Technical workshop	Improve maintenance of municipal properties	Renovate technical Workshop/stores	Kathu	R0	R 1,250,000	R 3,500,000	R 400,000	R 1,000,000	Internal funds
PBID 0010	Lampoles replacement	Increase aesthetics and improve lighting of the town	Replaced lampoles	Kathu	R0	R 800,000	R 1,000,000	R 1,000,000	R0	Internal funds
PBID 0011	New Street lights: Dibeng crossing to Sesheng	Improved lighting and aesthetics	New street lights: Dibeng crossing to Sesheng	Kathu	R0	R0	R0	R0	R0	Internal funds
PBID 0012 (**)	Alternative Energy			Sishen Primary	R0	R0	R0	R0	R 500,000	NCDOE
PBID 0013 (**)	Erection of 52 Solar lampoles	Improved town lighting	45 new solar lamp poles	Dibeng	R0	R0	R 5,000,000	R0	R0	Reisa
PBID 0014	Upgrading of workshop	Improved service delivery and safe keeping	Upgrade Workshop	Dibeng	R0	R 500 000	R 500 000	R0	R0	Internal funds

		municipal property								
PBID 0015	Upgrading of Library	Upgrade library	Encourage culture of reading and improve level of literacy	Dibeng	R0	R0	R 200,000	R0	R 267,000	DSAC Business plan
PBID 0016	Construction of Swimming pool	Promote social wellbeing	Construct swimming pool	Dibeng	R0	R0	R 1,000,000	R0	R0	Internal funds
PBID 0017 (**)	Major repairs & Renovations to hostel			Deben Primary	R0	R0	R0		R 1,000,000	NCDOE
PBID 0018 (**)	Repairs to existing ablution block			Deben Primary	R0	R0	R0		R 200,000	NCDOE
PBID 0019 (**)	Multi-purpose courts			Deben Primary	R0	R0	R0		R 150,000	NCDOE
PBID 0020 (**)	Planning & Construction on a full service school- New Primary School			Dibeng	R0	R0	R0		R 9,990,000 R15,000,000 2017/18	NCDOE
PBID 0021 (**)	Construction of new nutrition kitchen			Gamagara High	R0	R0	R0		R 150,000	NCDOE
PBID 0022	Existing Septic Tank			Gamagara	R0	R0	R0		R 40,000	NCDOE



(**)	Maintenance			High						
PBID 0023	Upgrading & Renovation of Municipal Buildings	Improve service delivery and safe keeping of municipal property	Renovated municipal buildings	GLM	R0	R0	R 1,200,000	R 300,000	R 500,000	Internal funds
PBID 0024	Bulk supply upgrade	Provide electricity	Upgrade bulk electricity	O'hoek	R 6,400,000	R 3,500,000 R 3,415,164	R 20,000,000	R 15,000,000	R 20,000,000 R85,000,000	INEP DBSA Loan
	Electrify 372 stands	Provide electricity to 372 stands		O'hoek				R 5,000,000	R0	INEP
PBID 0025	Electrification Development	Provide electricity(Planning)	Remove existing overhead lines	O'hoek		R 200,000	R 1,000,000	R 1,000,000	R0	Internal funds
PBID 0026 (**)	New Solar streetlights	Improved town lighting	45 new solar lamp poles	O'hoek	R0	R0	R0		R	Reisa
PBID 0027	Furnishing of library	Encourage the culture of reading and improve level of literacy	Furnished Welgelee Library	Welgelee	R0	R0	R 500,000	R 500,000	R0	Internal funds
PBID 0028	Planning and construction of new	Build access of community services to	Construction plan of the new	Welgelee	R0	R0	R 1,000,000	R0	R0	Internal funds

	community hall	Welgelee community	Welgelee Community Hall							
PBID 0029	Upgrade of the Traffic station	Improve customer care services	Upgraded Olifantshoek traffic station	O'hoek	R0	R0	R 500,000	R0	R0	
PBID 0030	Upgrading of library	Encourage the culture of reading and improve level of literacy	Upgraded Olifantshoek Library	O'hoek	R0	R0	R 200,000	R0	R 267,000	DSAC-Business plan
PBID 0031	Fencing of the Mini-Substation	Secured municipal property and improved community safety.	Fenced mini-substation in Olifantshoek	O'hoek	R0	R 300,000	R 500,000	R0	R0	Internal funds
PBID 0032 (**)	Major repairs & renovations to hostel			Langberg High School	R0	R0	R0		R 2,000,000	NCDOE
PBID 0033 (**)	Erection of new fence			Langberg High School	R0	R0	R0		R 250,000	NCDOE
PBID 0034 (**)	Existing septic tank maintenance			Langberg High School	R0	R0	R0		R 40,000	NCDOE
PBID 0035	Replacement of Electricity meters	Improved provision of electricity and	Installed electricity meters in	GLM	R0	R0	R 4,000,000	R 4,000,000	R0	Internal funds

		efficient revenue collection	Gamagara							
PBID 0036	Electrification of 1265 stands: Residential development	Improve Electricity Capacity	Electrical Bulk supply – 100 stands in Sesheng	Sesheng	R0	R 1,000,000 (Planning)	R 2,000,000	R 1,000,000	R 10,000,000	Internal funds
PBID 0037 (**)	Construction of multi-purpose centre	Ensuring one stop services	Construct multi-purpose centre	Sesheng	R 28,233,545	R0	R0	R0	R0	GDF
PBID 0038	Construction of ablution facilities-cemeteries	Acces to sanitation facilities	Ablution facilities at Ditlounge, Welgelee and Diepkloof cemeteries	Ditlounge Welgelee Diepkloof	R0	R 2,000,000	R0	R 1,500,000	R0	Internal funds

## ISSUE 2: WATER AND SANITATION

Project Nr.	Project Description	Project Outcome	Project Output	Location	Financial Year (Project Input)					Funding Source
					2013/14	2014/15	2015/16	Adjustment	2016/17	
PWS 001	Bulk Water supply	Develop water management plan	Bulk water supply improvement plan	Kathu	R0	R 800,000	R0	R0	R0	RBIG
PWS 002 (GU2)	Construction of new water treatment works	Improve the quality of water	Water Treatment works construction plan	Kathu	R0	R 1, 000,000	R 2, 000,000	R0	R0	Internal funds
PWS 003 (KW.2)	Construct new 18 ML reservoir and 3ML elevated tower	Improve water supply	Construction plan for the new 8ML reservoir and 3ML elevated tower in Kathu	Kathu	R0	R 1, 000,000	R 5,000,000	R0	R0	Internal funds
PWS 004	Construction of water link line from export pipeline to water treatment works		Water link pipeline from the water treatment works	Kathu	R0	R0	R 1,500,000	R0	R0	Internal funds
PWS 005	Refurbishment and upgrade of existing pumps at		Refurbished waste water treatment	Kathu	R0	R0	R 1,000,000	R0	R0	Internal funds

	WWTW		plant							
PWS 006	Research and condition of 200mm water pipe line from Eastern Reservoir to Eastern site of extension 3		Report on the condition of the 200mm water pipeline from Eastern Reservoir to Kathu Extension 3	Kathu West	R0	R0	R 1,000,000	R0	R0	Internal funds
PWS 007	Replace 2x garden water pumps		Replaced 2 garden water pumps	Kathu	R0	R0	R 750,000	R 900,000	R0	Internal funds
PWS 008	Removal of part supply from Kathu Central to Kathu West Reservoir	Improve water supply	Removed water supply pipeline from Kathu Central to Kathu West	Kathu	R0	R0	R0	R0	R 0	Internal funds
PWS 009	Fencing of Water/Sewer Works		Security Fencing of water/sewer works	Kathu	R0	R 200,000	R 1,000,000	R0	R 500,000	Internal funds
PWS 0010	Upgrading of sewer pump station- Dibeng crossing		New sewer pump station at Dibeng Crossing	Kathu	R0	R0	R 7,000,000	R0	R0	Internal funds
PWS 0011 (**)	Refurbishing of old Waste Water Treatment Works			Kathu	R0	R0	R 8,000,000	R0	R 5,633,652	Best wood developers

PWS 0012 (**)	Provision of civil services for 300 mixed development		Civil services provision for the 300 mixed development-	Kathu	R0	R 3,000,000	R 13,195,355	R0	R 30,015,092	Transnet
PWS 0013	Replace valves, Pipes at kathu and Dingleton towers		Replaced valves, pipes in kathu and Dingleton	Kathu & Dingleton	R0	R0	R 1,800,000	R 900,000	R0	Internal funds
PWS0014 A	Upgrading of WWTW	Improve sewer infrastructure	Upgraded Waste water treatment works	Dibeng	R0	R0	R0	R0	R 11,569,000	MIG
PWS0015 B	Construction of internal Sewer network- 797 Households	Improve sewer infrastructure	797 households connected to the sewer network	Dibeng	R0	R0	R0	R0	R0 Shifted to 2017/18	MIG
PWS0016 C	Construction of internal Sewer network- 529 Households	Improve sewer infrastructure	529 households connected to the sewer network	Dibeng	R0	R0	R0	R0	R0 Shifted to 2018/19	MIG
PWS 0017	Provision of water to 500 stands	Improve Basic services provision	1 300 stands in Dibeng provided with RDP standard water services	Dibeng	R0	R 1,000,000	R0	R 1,000,000	R0	Internal funds
PWS 0018	Bulk Water Supply	Improve water supply	Bulk water distribution plan	Dibeng	R0	R 1,000,000	R 1,000,000	R 1,000,000	R0	Internal funds

PWS 0019 (**)	Provision of Sewer network/sanitation – 362 stands	Improve basic services provision	362 stands provided with sanitation	O'hoek	R 5,792,000 100% complete	R0	R 13,000,000 R0	R 1,500,000	R 6,500,000	Khumani SLP
PWS0020	Water Reticulation of 1200 stands	Improve basic services provision	1200 stands in Olifantshoek provided with water	O'hoek		R0	R0	R 1,500,000	R0	Internal Funds
PWS 0021 (**)	Construction of reservoir	Water purification and Storage	Construction of water reservoir Phase 1 completed	O'hoek	R 200,000	R0	R 10,000,000	R 14,250,000	R 15,750,000	Khumani SLP
PWS 0022	Fencing of reservoir	Improve water supply	Fenced Olifantshoek reservoir	O'hoek	R0	R 500,000	R 1,000,000	R0	R 500,000	Internal funds
PWS 0023	Sealing of Reservoir		Sealed Olifantshoek reservoir	O'hoek	R0	R0	R 1,000,000	R 1,500,000	R 1,800,000	Internal funds
PWS 0024	Feasibility Study for provision of portable water	Underground water supply	Feasibility report on provision of portable water from boreholes in Olifantshoek	O'hoek	R0	R0	R 1,000,000	R0	R0	
PWS 0025	Bulk Water Supply	Improve water supply		O'hoek	R0	R 1,000,000	R 1,000,000	R 300,000	R0	Internal funds
PWS 0026	Bulk sewer supply	Improve sanitation		O'hoek	R0	R 3,000,000	R 10,000,000	R0	R 0	Internal funds

PWS0027 (**)	A	Upgrading of WWTW	Improve sanitation	Upgraded WWTW	Dingleton	R0	R0	R0	R0	R 2,000,000.00	DWS
	B				Dibeng	R0	R0	R0	R0	R 10,108,813.96	
	C				Kathu	R0	R0	R0	R0	R 5,633,652.00	
	D				O'hoek	R0	R0	R0	R0	R 11,338,304.00	
PWS 0028		Provision of water Reticulation to 1265	Provide water for 500 stands (Phase 1) : RDP standard	500 stands provided with RDP standard water supply	Sesheng	R0	R 2,500,000	R 10,000,000	R 10,000,000  Phase 1- 500 plots	R 10,000,000  Phase 2 – 383 plots	Internal funds
PWS 0029		Construction of Sesheng 7ML reservoir east and 1.7ML Elevated Tower	Improve water storage capacity	Construction plan for the Sesheng East reservoir (7ML and 1,7ML elevated tower)	Sesheng East	R0	R0	R 1,000,000	R 500,000	R0	Internal funds
PWS 0030		Construction of water supply pipeline from Water treatment works to Sesheng new reservoir	Improve water provision	Water supply pipeline from WTW to Sesheng new reservoir plan	Sesheng	R0	R0	R 3,000,000	R0	R0	Internal funds
PWS 0031		Development of 8 Khai –apple boreholes and related infrastructure	Improve water sources and provision	Developed 3 boreholes	Sesheng/ Kathu	R0	R0	R 2,500,000	R 2,500,000	R 8,300,000  Phase 2: 3	Internal funds



PWS 0032	Upgrading of sewer pump station	Improve sanitation	Upgrade plan for the Sesheng sewer pump station	Sesheng	R0	R0	R 1,000,000	R 1,200,000	R 1,200,000	Internal funds
PWS 0033	Conversion of water meters to prepaid/smart meters	Improve revenue collection and monitoring	Converted water meters from conventional to pre-paid meter	GLM	R0	R0	R 2,500,000	R 5,000,000	R 5,000,000	Internal funds
PWS0034	Chlorination system			GLM	R0	R0	R0	R0	R 1,100,000	Internal funds

### **ISSUE 3: ROADS AND STREETS**

Project Nr.	Project Description	Project Outcome	Project Output	Location	Financial Year (Input)					Funding Source
					2013-14	2014-15	2015-16	Adjustment	2016-17	
PRS 001	Construction of Hans Coetzee Rd (1 km) (Planning)	Improved road linkage infrastructure	Constructed access road between joining Rooisand and main road	Kathu	R0	R0	R 1,300,000	R 1,300,000	R0	Internal funds
PRS 002 (**)	Roads & storm water	Better living condition of the community of Dibeng	Roads Construction	Dibeng	R 9,495,000	R 1,500,000	R 2,500,000	R0	R 5,600,000	Khumani SLP

PRS 003	Roads & storm water	Better living condition of the community of Olifantshoek.	Roads construction	O'hoek	R 20,000,000	R 1,730,000 R 1,000,000	R 5,000,000	R0	R0	Kumba SLP
PRS 004	Roads & storm water	Better living condition of the community of Sesheng	Roads construction	Sesheng	R0	R 10,000,000	R 5,000,000	R 5,000,000	R0	Kumba SLP
PRS 005	Resealing of Roads	Improved access	Maintaining roads	GLM	R0	R0	R 1,000,000	R0	R0	Internal funds

#### **ISSUE 4: HOUSING AND LANDUSE MANAGEMENT**

Project Nr.	Project Description	Project Outcome	Project Output	Location	Financial Year (Project Input)					Funding Source
					2013/14	2014/15	2015/16	Adjustment	2016/17	
PH 001	Construction of the 200(50) mixed development houses- formal letter to coghsta by Ositang	Providing housing for different housing needs	Construction Rental stock	Kathu	R0	R0	R0	R0	R0	COGHSTA
PH 002	Upgrading of employee living units	Improved living conditions of employees	Upgrade and extension of living units	Sesheng	R0	R 1,000,000	R 6,500,000	R 300,000	R 500,000	Internal funds

PH 003	Construction of 5 municipal houses (Phase3)	Improved living conditions of employees	Completed 2 municipal houses	GLM	R0	R 1,000,000	R 2,000,000	R 3,848,757	R 2,500,000	Internal funds
PH 004	Moving of electrical meter box from shacks to RDP House	Improve access to electricity of communities	Moved electrical meter boxes from shacks to RDP houses	GLM	R0	R0	R 500,000	R0	R 100,000	OPEX
PH 005	Upgrading of 3 municipal houses	Secure and maintain municipal properties and assets.	Maintain municipal property	GLM	R 100,000	R 300,000	R 600,000	R0	R0	Internal funds
PH 006	Feasibility study for employee accommodation	Improve living conditions of municipal employees	Feasibility report on the accommodation plan for employees	GLM	R0	R 200,000	R 500,000	R0	R0	Internal funds
PH2013/003 (**)	Refurbishment of 109 houses (asbestos roofed houses)	Housing upgrade	Refurbished 109 houses with asbestos roofing.	O'Hoek	R 29,658,041	R0	R0	R0	R0	GDF
PH 007	Planning & Surveying and registration of	Access to land for the poor	Planning of Residential stands	GLM	R 500,000	R0	R 2,000,000	R0	R0	Internal funds

	stands									
PH 008	Development of Environmental Framework	Enhanced planning for the municipality	Approved EMF	GLM	R0	R0	R 1,500,000	R0	R0	OPEX
PH 009	Development of SDF	Enhanced planning for the municipality	Approved SDF	GLM	R0	R0	R ,500,000	R0	R 1,000,000	OPEX
PH 0010	Development of LUMS	Enhanced planning for the municipality	Approved LUMS	GLM	R0	R0	R 1,500,000	R0	R 1,000,000	OPEX
PH0011	A B C Social Housing-Mining Towns Awaiting commitment letter			Kathu						SHRA & COGHSTA
				Dibeng						
				O'hoek						

# ISSUE 6: LOCAL ECONOMIC DEVELOPMENT

Project Nr.	Project Description	Project Outcome	Project Output	Location	Financial Year (Project Input)					Funding Source
					2013-14	2014-15	2015-16	Adjustment	2016-17	
PLED 001 (**)	Upgrading of Khai – appel	Secured amenity and property of the municipality and safety of the customers at the resort	Fencing of Khai-Appel	Kathu	R 5,000,000  Phase1	R 4,750,000  Phase2	R 417,000  <b>Retention money</b>	R0	R0	Khumani SLP
PLED 002	LED Strategy	Promotion of access to the economy	4 enterprises developed	GLM	R0	R0	R 800,000	R0	R 150,000	Internal funds
PLED 003	Tourism Strategy	Well branded Gamagara Local Municipality	Approved Tourism strategy	GLM	R0	R0	R 1,500,000	R0	R 150,000	Internal funds
A PLED004 B	Rescacitating Coffin and Brickmaking projects			Kathu						
				Dibeng						

**ISSUE 7: YOUTH DEVELOPMENT AND SPECIAL PROGRAMMES**

Project Nr	Project Description	Project Outcome	Project Output	Location	Financial Year (Project Input)					Funding Source
					2013-14	2014-15	2015-16	Adjustment	2016-17	
PYD 001 (**)	Bursaries for Gamagara students	Educational empowerment	R 1, 000, 000 spent on bursaries	GLM	R 900,000	R 950,000	R 1,000,000	R 1,000,000	R 1,050,000	Khumani SLP
PYD 002	Youth Development Programme	Empowerment and Development		GLM	R0	R0	R 600,000	R 318,813	R340,000	OPEX
PYD 003	Special programmes	Health; elderly; disabilities; Women		GLM	R0	R0	R 400,000	R 249,884	R260,000	OPEX
PYD 004 (**)	Community ABET Programme  (Trained health care workers, project complete 14/15)	Improve literacy level		O'Hoek	R0	R 600,000	R0	R0	R0	Khumani SLP

### **ISSUE 8: ENVIRONMENTAL MANAGEMENT AND CLEANSING**

Project Nr.	Project Description	Project Outcome	Project Output	Location	Financial Year (Project Input)					Funding Source
					2013-14	2014-15	2015-16	Adjustment	2016-17	
PEC 001	Upgrading of park	Improved public amenities	Upgraded park in Kathu	Kathu	R0	R0	R 300,000	R0	R0	Internal funds
PEC 002	Palisade Fencing-Park	Improved public amenities	Fencing of the Park	Kathu	R0	R0	R 350,000	R0	R0	Internal funds
PEC 003	Installation of lights at park	Improved public amenities	Installation of lights in park	Kathu	R0	R0	R 150,000	R0	R 150,000	Internal funds
PEC004A	Upgrading of transfer station	Environmental Control and Safe Environment	Upgraded Kathu waste transfer stations	Kathu	R0	R 550,000	R0	R1,000,000		Internal funds
PEC004B	Renovation of existing wood chipping site	Recycling	Waste disposal	Kathu					R 50,000	Internal funds
PEC 005	Landscaping of isle's and traffic circles	Beautification of town	Landscaped isle's and traffic circles in Kathu	Kathu	R0	R 2,000,000 R 500,000	R 1,500,000	R 2,000,000 R 500,000	R 1,000,000	Internal funds EPWP
PEC 006	Upgrading of landfill site (Trenches)	Environmental Control and Safe Environment	Creating of new cells to ensure safe environment	Dibeng	R 500,000	R 1,200,000	R 2,000,000	R 1,200,000	R 1,500,000	Internal funds

PEC 007	Completion of cemetery boundary wall	Improved social amenity	Completed boundary walls of the Dibeng cemetery	Dibeng	R0	R0	R 2,000,000	R0	R 600,000 R 400,000	Internal funds EPWP
PEC 008	Establishment of new landfill site	Community Security and pollution control		Dibeng	R0	R0	R0	R0	R 1,500,000	Internal funds
PEC 009A	Construction of control room at landfill sites	Improve community service, safety and illegal dumping		Dibeng	R0	R 100,000	R0	R0	R0	Internal funds
PEC009B		Improve community service, safety and illegal dumping		O'hoek		R 100,000	R0	R0	R0	Internal funds
PEC 0010A	Formalization & licensing of landfill site	Application and licensing of landfill and to ensure environmental compliance	Licensed landfill site	Dibeng	R 500,000	R 350,000	R 350,000	R0	R 200,000	Internal funds
PEC 0010B	Formalization & licensing of landfill site	Application and licensing of landfill and to ensure environmental	Licensed landfill site	O'hoek	R 500,000	R 350,000	R 350,000	R0	R 200,000	Internal funds



		compliance								
PEC 0015	BMX Skateboard park	Recreational Facilities	Completed BMX, Skateboard park	O'Hoek	R0	R0	R 550,000	R0	R0	Internal funds
PEC 0016	Upgrading of park and palisade fencing	Beautification of town/ improve social lives of the residents	Construction of ablution facilities	Sesheng	R 600,000	R 600,000 R 500,000	R 400,000 R 500,000	R0 R 500,000	R 600,000	Internal funds EPWP
PEC 0017	Construction of sports complex	Recreation & sports development	Construct sports ground	Sesheng	R0	R 500,000	R 2,000,000	R0	R 250,000	Internal funds
PEC 0018	Construction of Sports Complex	Recreation and sports development	Constructed sports ground	Kathu	R0	R0	R0	R0	R 250,000 R10,000,000	Internal funds SASRA
PEC 0019	Greening of Municipal Properties	Beautification	Completed greening project	GLM	R0	R0	R 300,000	R0	R0	Internal funds

**Footnote: All Projects indicated by an astrich (\*\*) will not reflect in the Annual budget due to:**

**The procurement and implementation executed similarly, by the donor.**

**The funding of these projects/programmes as reflected in the IDP will not be received into our coffers, but delivered in conjunction with the municipality through service level agreements and memorandum of understanding and to be handed over at completion thereof.**

## Annexure A

NC453 Gamagara - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	2015/16 Strategic Objectives and Budget (Revenue)						2016/17 Medium Term Revenue & Expenditure Framework			
			2012/13	2013/14	2014/15	Current Year 2015/16			Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast				
R thousand												
1. Basic Service Delivery & Infrastructure Investment	Water		37 054	62 115	67 695	108 888	70 438	70 438	80 964	85 983	91 056	
	Electricity		95 553	118 602	130 502	162 161	184 161	184 161	175 319	185 487	196 246	
	Sanitation		47 955	51 105	27 329	29 638	33 138	33 138	24 481	25 998	27 532	
	Roads & Stormwater		9 041	24 002	1 068	10 000	–	–	–	–	–	
	Housing		16 766	5 416	6 968	35 792	18 537	18 537	104	110	116	
2. Financial Sustainability	Financial Management		22 774	26 628	395 597	422 952	235 283	235 283	283 630	300 062	317 623	
3. Good Governance and Public Participation	Integrated Planning		21	47	1 670	–	–	–	–	–	–	
	Executive & Council		21 504	21 873	20 784	23 560	24 114	24 114	26 005	29 270	33 335	
4. Institutional Transformation and Organisational Development	Human Resources		118	3								
5. Community Safety, Development and Sustainable Environment	Road Safety		3 270	4 353	3 366	3 510	3 510	3 510	3 137	3 319	3 512	
	Fire and Rescue Services					–	–	–	–	–	–	
	Community & Social Sports & Recreation		1 779 (4)	3 201	1 392 1 000	1 664 1 078	1 664 1 078	1 664 1 078	1 585 6	1 596 6	1 794 7	
	Cemeteries					–	–	–	109	115	121	
	Waste Management		11 550	13 708	15 850	15 780	20 780	20 780	27 141	28 824	30 525	
	Health		36	6	33	2	2	2	37	35	37	
6. Economic Development	Local Economic Development Youth Development/ Transversal Groups		1 328	148	50 438	2 124	2 124	2 124	1 575	1 672	1 771	
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	268 745	331 206	723 692	817 150	594 830	594 830	624 091	662 479	703 675

## ANNEXURE B

NC453 Gamagara - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
R thousand													
1. Basic Service Delivery & Infrastructure Investment	Water			34 071	35 551	42 511	45 167	43 719	43 719	48 609	51 429	54 411	
	Electricity			81 073	90 551	106 146	148 529	142 468	142 468	153 839	162 761	172 201	
	Sanitation			17 338	22 738	27 926	26 468	25 296	25 296	26 634	28 178	29 813	
	Roads & Stormwater			17 379	15 642	14 766	16 132	15 927	15 927	16 883	17 862	18 898	
	Housing			8 858	5 168	879	1 217	3 913	3 913	502	532	562	
2. Financial Sustainability	Financial Management			18 144	21 172	39 221	32 640	41 610	41 610	44 057	46 544	49 224	
3. Good Governance and	Integrated Planning						34 403	20 502	20 502	21 852	23 119	24 460	
Public Participation	Executive & Council			24 171	30 438	80 851	42 832	96 601	96 601	99 111	105 083	111 174	
4. Institutional Transformation and													
Organisational Development	Human Resources			13 354	10 647	12 662	22 634	20 567	20 567	26 828	28 402	30 055	
5. Community Safety, Development & Sustainable Environment	Road Safety			5 539	5 412	6 744	16 184	15 967	15 967	16 594	17 556	18 574	
	Fire and Rescue Services												
	Community & Social			12 482	6 697	9 475	39 251	13 542	13 542	14 061	14 795	15 759	
	Sports & Recreation			13 480	18 198	17 202	5 216	19 506	19 506	25 837	27 336	28 921	
	Cemeteries									678	717	759	
	Waste Management			12 698	19 728	22 733	34 705	28 837	28 837	29 440	31 147	32 954	
	Health			1 695	2 083	1 686	1 611	2 032	2 032	2 017	2 134	2 257	
6. Economic Development	Local Economic Development			1 315	2 327	14 437				1 718	1 817	1 923	
	Youth Development/ Transversal Groups									340	360	381	
Allocations to other priorities													
Total Expenditure				1	261 599	286 353	397 239	466 989	490 489	490 489	528 999	559 773	592 328

## ANNEXURE C

NC453 Gamagara - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
R thousand													
1. Basic Service Delivery & Infrastructure Investment	Water	A		5 653	17 744	15 184	106 545	28 737	28 737	56 715	49 812	86 830	
	Electricity	B		2 483	27 212	8 414	115 150	41 700	41 700	169 042	76 394	128 000	
	Sanitation	C		34 970	28 208	20 408	32 648	13 948	13 948	21 403	107 587	16 609	
	Roads & Stormwater	D		11 530	20 127	7 017	14 000	6 300	6 300	–	5 000	10 000	
	Housing	E		5 431	6 002	4 557	32 730	2 360	2 360	3 000	–	–	
2. Financial Sustainability	Financial Management	F		283	182	102	1 239	225	225	180	–	–	
3. Good Governance and	Integrated Planning	G		393	377	42	5 549	1 949	1 949	1 000	1 000	–	
Public Participation	Executive & Council	H		44	325	19	1 342	–	–	1 020	–	–	
4. Institutional Transformation and		I											
Organisational Development	Human Resources	J		2 324	431	4 568	10 470	800	800	7 700	–	–	
5. Community Safety, Development & Sustainable Environment	Road Safety	K		1 161	18	7	7 930	15	15	1 550	7 000	7 000	
	Fire and Rescue Services	L											
	Community & Social	M		2 472	342	251	3 453	2 442	2 442	534	–	–	
	Sports & Recreation	N	3 586	606	2 045	13 500	3 610	3 610	12 250	–	–		
	Cemeteries	O							1 000	–	–		
	Waste Management	P	671	721	7 942	5 550	2 200	2 200	3 450	–	–		
	Health		–	12	38	55	55	55	–	–	–		
6. Economic Development	Local Economic Development												
	Youth Development/ Transversal Groups												
Allocations to other priorities				3									
Total Capital Expenditure				1	71 000	102 305	70 596	350 161	104 341	104 341	278 844	246 793	248 439



## **Gamagara Local Municipality**

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